

**ANALYSIS OF CAUSE RELATED MARKETING
APPLICATION ON DOVE SISTERHOOD PROGRAM
TOWARD BRAND LOYALTY OF
DOVE HAIR THERAPY
IN SEMARANG**



BACHELOR THESIS

Submitted as a requirement
to complete Bachelor Degree (S1)
at Bachelor Program of Economic Faculty
Diponegoro University

Written by:

**ADITYA FIRMANSYAH
NIM. C2A006008**

**ECONOMIC FACULTY
DIPONEGORO UNIVERSITY
SEMARANG
2010**

APPROVAL

Author : Aditya Firmansyah

Student ID Number : C2A006008

Faculty/Major : Economic/Management

Title : **ANALYSIS OF CAUSE RELATED MARKETING
APPLICATION ON DOVE SISTERHOOD
PROGRAM TOWARD BRAND LOYALTY OF
DOVE HAIR THERAPY IN SEMARANG**

Supervisor : I Made Bayu Dirgantara, S.E., M.M.

Semarang, June 18th 2010

Paper Advisor,

(I Made Bayu Dirgantara, S.E., M.M.)

NIP. 196908152001121002

APPROVAL

Author : Aditya Firmansyah

Student ID Number : C2A006008

Faculty/Major : Economic/Management

Title : **ANALYSIS OF CAUSE RELATED MARKETING
APPLICATION ON DOVE SISTERHOOD
PROGRAM TOWARD BRAND LOYALTY OF
DOVE HAIR THERAPY IN SEMARANG**

Has passed the examination on 18th June 2010.

Examiners:

1. I Made Bayu Dirgantara, SE, MM (.....)
2. Oktavianus Pamungkas, SE, MM (.....)
3. Drs. Fuad Mas'ud, MIR (.....)

BACHELOR THESIS ORIGINALITY STATEMENT

Here in undersigned I am, Aditya Firmansyah, claim that Bachelor Thesis entitled: **Analysis of Cause Related Marketing Application on Dove Sisterhood Program toward Brand Loyalty of Dove HairTherapy in Semarang**, is my own writing. Hereby I declare in truth that this Bachelor Thesis is not contains half or entire written by others. In which I took by copy or imitate a set of sentences or symbols that shows other writer ideas, opinions, or thoughts that I admitted as my own, and there are no part of the entire sentences which is copied, imitated, or token from the other writers without giving confession towards the original writer.

Hereby I declare if I took action of the matters above on purpose or not, I will draw out my Bachelor Thesis as my own writing. When proven that I copied or imitated other person had written as my own writing, means my academic title in which already given by the university is invalid.

Semarang, June 18th 2010

Here in Statement,

(Aditya Firmansyah)

NIM. C2A006008

FOR MY FAMILY AND FRIENDS

WE'VE BEEN THROUGH THE STORM
WE'VE BEEN THROUGH IT ALL
WE HAD SOME CLOSE CALLS BUT NEVER WOULD FALL
WE'VE CLIMBED ALL THE MOUNTAINS,
WALKED THROUGH ALL THE VALLEYS
BUT YOU NEVER LET ME BEHIND
I FOUND MY WAY THROUGH THE CLOUDS
NO MORE RUNNING SCARED AND CLOSING MY EYES
I WILL BE TRUE, THIS LOVE FROM MY HEART
I'M LAYING MY LIFE ON THE LINE
I WILL SURVIVE AS LONG AS IT'S YOU BY MY SIDE

(STRONGER, KERI LYNN HILSON)

EVERY STEP I TAKE
EVERY MOVE I MAKE
EVERY SINGLE DAY
EVERY TIME I PRAY
I'LL BE MISSING YOU

(I'LL BE MISSING YOU, SEAN JOHN COMBS)

ABSTRACT

This study aims to examine the effect of Cause Related Marketing (CRM) application on Dove Sisterhood towards consumer brand loyalty of Dove HairTherapy. Research design used for this research based on Douwe van de Brink (2006). The model consists of four independent variables that are congruency, duration, resource invested, and management involvement and one dependent variable which is brand loyalty. Consumer involvement was included as moderating variable.

Primary data were collected by using questionnaire from 100 female respondents who are Dove HairTherapy consumer in Semarang. Two regression models applied for the data analysis. Regression analysis result of first regression model shows that all CRM variables (congruency, duration, resource invested, and management involvement) are significantly influence brand loyalty. Regression analysis result of the second regression model with consumer involvement as a moderating variable shows that one of CRM variable that is management involvement cannot be moderated by consumer involvement, while the other three variables significantly moderated by consumer involvement. From the result known that the highest moderation directed to be duration. It can be concluded that from all factors which would make a CRM program to be success, duration is the most influencing factor. Longer program duration would make CRM program be more successful.

Keywords: *cause related marketing, congruency, duration, resource invested, management involvement, consumer involvement, brand loyalty*

ABSTRAK

Penelitian ini bertujuan untuk mengetahui pengaruh penerapan Cause Related Marketing (CRM) pada program Dove Sisterhood terhadap loyalitas merek Dove HairTherapy. Variabel CRM yang digunakan dalam riset ini berdasar pada model penelitian dari Douwe van de Brink tahun 2006 yang terdiri atas empat variabel independen antara lain kesesuaian, durasi, investasi sumber daya, dan keterlibatan manajemen, dan satu variabel dependen yaitu loyalitas merek. Keterlibatan konsumen juga dimasukkan dalam model sebagai variabel moderasi.

Data primer dikumpulkan dengan menggunakan kuesioner dari 100 responden wanita yang juga merupakan konsumen Dove HairTherapy di Semarang. Dua model regresi digunakan untuk menganalisis data. Hasil analisis regresi model pertama menunjukkan bahwa semua variabel CRM (kesesuaian, durasi, investasi sumber daya, dan keterlibatan manajemen) secara signifikan mempengaruhi loyalitas merek. Hasil analisis regresi model kedua dengan keterlibatan konsumen sebagai variabel moderasi menunjukkan bahwa variabel keterlibatan manajemen tidak dapat dimoderasi oleh keterlibatan konsumen, sedangkan tiga variabel lainnya secara signifikan dapat dimoderasi oleh keterlibatan konsumen. Dari hasil analisis dapat diketahui bahwa dari keempat faktor yang mempengaruhi kesuksesan CRM, durasi merupakan faktor yang paling pengaruh. Dapat ditarik kesimpulan bahwa semakin lama durasi program CRM, maka program tersebut dapat berjalan lebih sukses.

Kata kunci: cause related marketing, kesesuaian, durasi, investasi sumber daya, keterlibatan manajemen, keterlibatan konsumen, loyalitas merek

ACKNOWLEDGEMENT

Praise to Allah SWT, my savior and my strength that always been there. Walk with me each day, teaching and helping me with never ending patience and love. It's only because of Allah's grace that this final assignment titled **Analysis of Cause Related Marketing Application on Dove Sisterhood Program toward Brand Loyalty of Dove Hair Therapy in Semarang** can be finalized.

Writing this final assignment has given me a lot of learning. It was really challenging and fun, also seasoned with stressful experiences sometimes. It helps me to explore a wider horizon of behavioral science, which I enjoy the most.

I am also indebted for the presence, support, advices, and love of many people. Therefore, I would like to thank:

1. My beloved parents Endang Srimay Wulan and Khaenudin, Mom and Dad thank you so much for every hard work and sacrifices you have done for me, and for every prayer.
2. My beloved brothers, Bahtiar Almubarak and Ragil Marghubi. Thanks for everything, do the best for what you love and for your life.
3. Dean of Economic Faculty and Head of Management Major of Diponegoro University Semarang, who has given a lot of support and hard work for the faculty development.
4. I Made Bayu Dirgantara, S.E., M.M., who helped me a lot with his thoughtful advices, ideas, and patient. I really appreciate the time and advices you have given to me, Sir.
5. Drs. R Djoko Sampoerno, my academic advisor. Thank you for your concern and support since the first semester.

6. All lecturers who I cannot mention one by one. Thank you for the knowledge and wisdom.
7. My second home, Pak Gito, Bu Tince, Mas Dedi, Mas Feri, Isa, Irfan, Wildan, and Isaac. Thank you for the support and care.
8. Big family, supporters, and mentors, Resha Adi Pradipta, Astuti “Titut” Nur Wulandari, Shallisyah “Manyun” Sabiela, “Tante” Anggi Tria Suci Bandaryanti, “Nenek” Linta Aftukha Royanna, “Mbak” Himaniar Triasdini, “Emak” Fitrah Buhari, Alfian “Tata” Tastaftiani, Mega “Cinak” Anjasromo, Rizzantia “Bvled” ASB. Love you all, I’ll be missing you.
9. My third home, LPM Edents, Nurmaya Saputri, Dyah “Ayum” Muijningrum, Aryeyani “DeeDee” Widyarti, Nur Isnaini, Alghany Dewa Artha, other Edentser and former Edentser. Love the fun and our teamwork.
10. Mira Meilia Marka, Argo Asmoro, Aji Nugroho, Maria Dwi Susanti, Hanung, HMJM and other friends from Economic Faculty Diponegoro University. Glad to have you my friends.
11. Ikastara Semarang especially Fortuna Semarang: Vica “Nyonge” Herawati, Ragil Sugiarto, Jayanti “Jhe” Purnasiwi, and other Fortuna. “...di manapun berada, memberikan karya terbaik bagi masyarakat, bangsa, negara, dan dunia.”
12. KKN Kecamatan Kalinyamatan especially Desa Banyuputih: “Mbak” Anita Rahmawati, Nushrotul “NyusyChwan” Ummah, Garnida “Iyar” Pratiwi, Fransiska Silaban, Sri “Encik” Hartati, Ratdilla Pramudita, Rio Andri, and Setya Wijaya.
13. All respondents. Thank you for the cooperation.
14. And all who have assisted me to finalize this Bachelor Thesis.

Despite of my best effort and hard work, I realized that this assignment is still far from prediction. Hopefully there will be critics and suggestions to make this assignment

particularly and my skill generally better. I hope this study can be of further use for researcher and in general for its readers.

Semarang, June 18th 2010

(Aditya Firmansyah)

NIM. C2A006008

TABLE OF CONTENT

	Page
TITLE PAGE	i
APPROVAL	ii
BACHELOR THESIS ORIGINALITY STATEMENT	iii
MOTTO AND DEDICATION	iv
ABSTRACT	v
ABSTRAK	vi
ACKNOWLEDGEMENT	vii
LIST OF TABLE	xiii
LIST OF FIGURE	xv
LIST OF PICTURE	xvi
LIST OF APENDICES	xvii
CHAPTER I INTRODUCTION	
1.1. Research Background	1
1.2. Problems Discussion and Research Questions	17
1.3. Purpose and Research Benefit	18
1.4. Thesis Outline	19
CHAPTER II LITERATURE REVIEW	
2.1. Theoretical Background	
2.1.1. Corporate Social Responsibility.....	21
2.1.2. Cause Related Marketing	25
2.1.3. Brand Loyalty	30
2.1.4. Congruency	35

2.1.5. Duration	36
2.1.6. Invested Resources	37
2.1.7. Management Involvement	38
2.1.8. Consumers' Product Involvement	39
2.2. Former Research	41
2.3. Research Design	44
2.4. Hypothesis	44

CHAPTER III RESEARCH METHODOLOGY

3.1. Operational Definition	46
3.2. Population and Sample	50
3.3. Types and Source of Data	52
3.4. Data Collecting Method	53
3.5. Analytical Techniques	
3.5.1. Qualitative Analytical Methods	54
3.5.2. Quantitative Analytical Methods	
3.5.2.1. Validity Tests	54
3.5.2.2. Reliability Test	55
3.5.2.3. Classic Assumption Tests	55
3.5.2.4. Data Analysis Techniques	57

CHAPTER IV RESULTS AND DATA ANALYSIS

4.1. Research Object Description	
4.1.1. Company Information	60
4.1.2. Product Information	67

4.1.3. Program Information	69
4.2. Respondent Information	73
4.3. Data Analysis	77
4.4. Reliability and Validity Test	93
4.5. Classic Assumption Test	94
4.6. Regression Analysis	98
4.7. Interpretation and Result Discussion	101
CHAPTER V CONCLUSIONS	
5.1. Conclusions	109
5.2. Research Limitation	110
5.3. Suggestions	111
REFERENCES	113
APENDIX	118

LIST OF TABLE

	Page
Table 1.1 Differences of Strategic Philanthropy, Sponsorship, and Cause Related Marketing	7
Table 1.2 Most Recommended Brands by the Year 2009 Based on WOMII Personal Treatment Product Category Shampoo	15
Table 1.3 Level of Consumer Trust by the Year 2009 Toward Foreign Brands and Local Brands Category Shampoo	16
Table 2.1 Former Research	41
Table 4.1 PT Unilever Indonesia Tbk Home Care and Hygiene Products	65
Table 4.2 PT Unilever Indonesia Tbk Personal Care Products	66
Table 4.3 PT Unilever Indonesia Tbk Foods and Beverages Products	66
Table 4.4 Dove HairTherapy Variants	68
Table 4.4 Respondents Age	74
Table 4.5 Respondent Last Educational Background	75
Table 4.6 Respondents' Occupation	76
Table 4.7 Respondent Income	77
Table 4.8 Mean of Congruency	79
Table 4.9 Analysis of Respondents Answer about Congruency	80
Table 4.10 Mean of Duration	81
Table 4.11 Analysis of Respondents Answer about Duration	81
Table 4.12 Mean of Resource Invested	82
Table 4.13 Analysis of Respondents Answer about Resource Invested ...	83
Table 4.14 Mean of Management Involvement	84

Table 4.15 Analysis of Respondents Answer about Management	
Involvement	84
Table 4.16 Mean of Consumer Involvement	85
Table 4.17 Analysis of Respondents Answer about Consumer	
Involvement	86
Table 4.18 Mean of Brand Loyalty	88
Table 4.19 Analysis of Respondents Answer about Brand Loyalty	90
Table 4.20 Reliability Test Result	93
Table 4.21 Validity Test Result	93
Table 4.22 Multicollinearity Test	96
Table 4.23 F Test Result Model 1	99
Table 4.24 Result of Linear Regression Analysis Model 1	99
Table 4.25 Coefficient of Determination Model 1	100
Table 4.26 F Test Result Model 2	101
Table 4.27 Result of Linear Regression Analysis Model 2	102
Table 4.28 Coefficient of Determination Model 2	103

LIST OF FIGURE

	Page
Figure 2.1 Conceptual Framework	44
Figure 4.1 Respondents Ages	74
Figure 4.2 Respondents Last Educational Background	75
Figure 4.3 Respondents Occupation	76
Figure 4.4 Respondents Income	77
Figure 4.5 Normality Test Result	95
Figure 4.6 Heteroskedasticity Test Result	97

LIST OF PICTURE

	Page
Picture 4.1 Dove Logo	67
Picture 4.2 Dove Sisterhood Website	71
Picture 4.3 Dove Sisterhood Testimonial Print Ad	73

LIST OF APPENDICES

	Page
Appendix 1 Questionnaire	119
Appendix 2 Primary Data	127
Appendix 3 Correlations Result	130
Appendix 4 Reliability Test Result	135
Appendix 5 Regressions	139
Appendix 6 Dove Sisterhood Documentary	141

CHAPTER I

INTRODUCTION

1.1. Research Background

Marketing strategy always grows and changes, from traditional towards modern marketing concept. One of the ways is through applying Corporate Social Responsibility or called CSR as a strategy to support the reach of company's purpose (Kotler and Lee, 2005). Company which comprehend social responsibility better and starts looks for the way they implement CSR into corporate strategy possibly will get gain of competitive position in comes, which is not only benefit to the stakeholders, but also benefit to public (Galbreath, 2008).

According to Daniri (2008), CSR become inherent with the corporate business strategy increasing competitiveness through reputation and faithfulness of brand (loyalty) or company image. Both reputation and faithfulness will become companies' competitive excellence which difficult to be imitated by the competitors. On the other hand, consumer desire to buy product based on it values and ethic criterions will change consumer behavior in coming.

In strategic cognition, company's investment for CSR is not only considered to be cost addition, but also as a means for company to stay in corporate world that is increasingly competitive (Samy et al, 2010). Therefore, recently not a few companies applying CSR in strategy especially in marketing planning.

CSR starts enters its new chapter in early 90's, it begins with the introduction of sustainable development concept and some formulas of CSR which in line with the concept.

Hereinafter many companies publish annual report as sustainable development concept implementation called sustainability report (Solihin, 2009).

Development of CSR in foreign countries has been popular in such a way. Even in some states, CSR applied as one of appraisal indicators of a company performance with mentioning information about CSR in the company's financial statement. While in Indonesia, application of CSR was started in the early 2000, although various activity with same essence have run since year 1970 in the simplest form like donation to comprehensive as integrated into company's operation (Kemp, 2001; Daniri, 2008).

Nowadays CSR in Indonesia has been arranged as an obligation through Pasal 74 Undang-Undang No. 40 Tahun 2007 about Perseroan Terbatas (Limited Liability Companies). Contents from those section is companies implementing its business activity in area and/or relates to natural resources is obliged to execute social responsibility and environment responsibility and will get sanction otherwise executes it.

Other regulation which arrange CSR is Pasal 15 b Undang-Undang No.25 Tahun 2007 about Capital Investment expressing that "Setiap penanam modal berkewajiban melaksanakan tanggung jawab sosial perusahaan" (Every investor obliged to do corporate social responsibility).

More relatively elaborated regulation of CSR is UU No.19 Tahun 2003 about Badan Usaha Milik Negara (Government Corporations) which farther formulated by Peraturan Menteri Negara BUMN No.4 Tahun 2007 that arranges starting from the rate of funding finite to CSR implementation procedure (Suharto, 2008).

In the mid of 2010 International Standard Organization will establish ISO 26000 in case of many variations about existing CSR rules. ISO 26000 provide guidance about private and public sectors for companies in various countries implementing CSR programs. Social

responsibility means organization responsibility for the impacts of its decisions and activities on society and the environment, through transparent and ethical behavior that:

- contributes to sustainable development, health and the welfare of society,
- takes into account the expectations of stakeholders,
- compliance with applicable law and consistent with international norms of behavior, and
- integrated throughout the organization and practiced in its relationships (Draft International Standard ISO 26000 Guidance on Social Responsibility, 2009).

One of the biggest companies which have applied CSR during years is Unilever. Unilever has systematic and carefully made their CSR program. Even they include social responsibility elements in their vision and company mission. Unilever's mission is to add vitality in life. Unilever fulfills public requirement of nutrition, hygiene, and personal treatment by providing products which will assist public to feel, sees and becomes is better in life (www.unilever.com).

Unilever's CSR programs has reached their fourth phase, in the sense that the company is not only develops CSR to inside stakeholders and local public, but also including public widely (broader society) (Solihin, 2009). Products from Unilever which are consisted of consumer goods have spread all over the world with total sales of more than 27 million Euros. They contribute 29% of their product total sales for charity in Asia and Africa (www.unilever.com).

But, in practices, Unilever has neglected and paid less attention to one of principal element in CSR concept that is social responsibility for the environment. Unilever, the world's biggest user of palm oil and a founder member of the Roundtable on Sustainable Palm Oil (RSPO), is one of the few companies that have bought segregated sustainable supplies. Some 97 percent of palm oil is mixed together in refineries, making it hard for any

company to state that its supply has not come from newly-deforested land. Unilever uses palm oil as an ingredient of its various brands such as Persil, Omo, Surf Excel, Knorr, Walls, Flora, Stork, including Dove product. Palm oil used by this company bought from some palm oil plantation companies operating in Indonesia. The palm oil companies are Sinar Mas, IOI, Wilmar International, Sime Darby, and Musim Mas.

The phenomenon arises to surface after Greenpeace International launch an illegal deforesting activity report and green wash RSPO titled "How Unilever Palm Oil Suppliers Are Burning Up Borneo" at April 2008. This report exposed about how Unilever's partner companies involves in mass deforesting in Indonesia, also area deforestation and other illegal activity.

According to The Times (Friday 11 December 2009), Unilever canceled a £20 million contract with SMART per year after studying plenty of evidence brought up by Greenpeace as initial step to comply with CSR. Currently Unilever still be noted as palm oil consumer, but they had affirmed that they will only buy palm oil from certified palm oil companies at 2015 (CSR Indonesia News Letter Vol. 2, 2008).

Two months after, based on London's The Independent Newspaper (Monday, 22 February 2010) Unilever has distanced itself from a major palm-oil producer after a BBC documentary filmed its staff clearing protected rainforest to make way for plantations producing their widely-used ingredient. In its second blacklisting of a palm-oil producer in three months, Unilever said it would avoid buying supplies originating from the Indonesian company Duta Palma, and ensuring that the decision will not affect their sales on its best-selling brands such as Dove soap and Flora margarine. This thing points out Unilever's commitment to CSR.

One of Unilever's business units which executing CSR program is Dove. Freedom, self confidence, and beauty become Dove's commitment for public especially for Indonesian

woman. Therefore, since a few last years of, Dove has made social responsibility programs in the form of motivation for Indonesia woman to be and always feels beautiful. One of the programs which have been done by Dove is Campaign for Real Beauty which started in the year 2005.

As part of this campaign, Dove did a survey to woman in five towns to know what makes them feels beautiful. The survey indicated that Indonesia woman in fact feels beautiful if residing in between their friends. Therefore, in the year 2006 Dove executed a program called Real Beauty, Real Friend that is photograph competition which gave appreciation for woman photograph among her friends. Campaign having social mission "Makes Woman Feels Beautiful Everyday" takes place is finite until the beginning of the year 2009 (Sustainability Report PT Unilever Indonesia Tbk., 2006 - 2008).

In the middle of 2009, again Dove launched corporate social responsibility program in the form of Cause Related Marketing called "Dove Sisterhood". Cause Related Marketing is one of CSR initiatives. On CRM, a corporation commits to making a contribution or donating a percentage of revenues to a specific cause based on product sales. Most commonly this offer is for an announced period of time and for a specific product and a specified charity (Kotler and Lee, 2005). CRM differs from Strategic Philanthropy and Sponsorship (McAlister and Ferrell, 2002). The visible differences can be seen in the following table:

Table 1.1
Differences of Strategic Philanthropy, Sponsorship,
And Cause related Marketing

	Strategic Philanthropy	Sponsorship	CRM
Primary Focus	Organization	Product and/or organization	Product
Time Frame	Ongoing	Traditionally of limited duration	Traditionally of limited duration
Organizational Members Involved	Potentially all organizational employees	Marketing department and related personnel	Marketing department and related personnel
Goals	Improve organizational competencies and tie competencies to social need or cause	Increase brand awareness and target market affiliation	Increase product sales
Costs	Moderate – requires alignment with organizational strategy and mission	Minimal – alliance development and promotion	Minimal – alliance development and promotion

Source: McAllister and Ferrell (2002)

Cause Related Marketing usually links an organization's product(s) directly to a social cause through the firm's marketing plan (McAlister and Ferrell, 2002). Cause Related Marketing first became popular in the United States in the early 1980s as a marketing strategy. Cause Related Marketing phrase first applied by American Express during the time of doing fund raising to renovate statue Liberty. Donation given comes out of one dollar taken away from every transaction of card usage and every issuing of new card. From the activity, American Express successfully collects donation equal to \$ 17 million, increases usage of card counted 28%, and adds number of card owners with growth 45%.

Now CRM has become a principal element in marketing plan of many companies (Rajeswari, 2008; Roy and Graeff, 2003; Webb and Mohr in Farache et al, 2008). The reason is because the companies wish to do strategic approach by assisting social organization while reaching their target. Another reason of CRM popularity is there are many research proving that CRM earns effectively increases reputation, credibility, and company image (Chattan

et al, 2008) by entangling customers to join in and make a donation through their purchasing decision (Chattanon et al, 2008; Rajeswari, 2008).

According to Kotler and Lee (2005), there are assorted way to do CRM. Most commonly are as follows:

- A specified dollar amount for each product sold (e.g., Yoplait's 2003 promotion that promised 10 cents to the Susan G. Komen Breast Cancer Foundation for each pink yogurt lid returned by December 31).
- A specified dollar amount for every application or account opened (e.g., Wells Fargo branches in Arizona the summer of 2003 donating \$10 to local schools for every consumer checking account opened with direct deposit).
- A percentage of the sales of a product or transaction are pledged to the charity (e.g., 73 percent of the purchase price of Avon's Crusade Candle is returned to breast cancer causes).
- A portion of the sale of an item, sometimes not visibly disclosed, will be donated to a charity (e.g., Windermere Real Estate's commitment that every time a sales associate sells a home, a portion of the commission goes to their foundation that benefits nonprofit agencies dedicated to the homeless).
- The company matches consumer contributions related to product-related items (e.g., Northwest Airlines matches miles donated by passengers for children with medical needs for travel).
- A percentage of net profits from sales of a product or products is pledged (e.g., Paul Newman pledging 100 percent of all profits and royalties after taxes from Newman's Own products for educational and charitable purposes).

- The offer may be for only a specific, designated product (e.g., \$1 donated for every Big Mac sold) or it may be for several or all products (e.g., Avon's line of "pink ribbon" products).
- It may be for a specific time frame (e.g., for Big Macs sold on World Children's Day) or open-ended (e.g., an affinity credit card for Rotarians that makes ongoing contributions to the International Foundation with every purchase).
- The corporation may decide to set a ceiling for their contribution from sales (e.g., Lysol contributing five cents for each product coupon redeemed, up to \$225,000).

Unilever have experienced in applying CRM in their products marketing strategy. Through Lifebuoy, Unilever launched "Berbagi Sehat" (Healthy Shares) campaign which donated some of sales revenues to build sanitary facilities over Indonesia. Another Unilever business unit is Wall's which have launched a CRM program called "Berbagi 1000 Kebaikan" (Shares 1000 Kindness) which renders Rp 1000,- from every sales of Viennetta ice-cream for Sumatran earthquake victim children and education support for students who have inability to pay. The program runs till the end of December 2007 and successfully collects more than 1, 15 billion rupiahs.

"Dove Sisterhood" itself is a marketing program which more focused in giving social benefit to public. "Dove Sisterhood" invites Indonesian women to do solidarity. This movement calls upon spirit of mutual help to be Amazing Woman who come up with self confidence, beautiful inside and out with strong personality (Look Good by Doing Good). Dove Sisterhood program applied in a community where the women of Dove HairTherapy consumers (so-called as Sister) can share among each other. In this community, the members can share information about woman's world, health and hair beauty, either from Dove Experts and also Sisters.

Besides, "Dove Sisterhood" goal is to assist the women who act as head of the family in Indonesia to become stronger and have self confidence. Dove Sisterhood invites member of its community to assist the "Perempuan Kepala Keluarga" (Head of The Family) who merged in "Yayasan PEKKA (Perempuan Kepala Keluarga)" in order to become Amazing Single Mom. The "Family Head Woman" is woman with light chartered investment counsel because of matters, like remained husband to die, divorced, or replaces function of father which unable to earn life again, and must take over the role of them as family's backbone. By PEKKA, the "Family head Woman" assisted through skilled training, education, and other trainings to be able to live with self-supporting confidently and strong for herself and family.

The procedures to become the member of "Dove Sisterhood" is register and apply through www.Dove-Sisterhood.com with Facebook account and enters the production code from the package of Dove HairTherapy shampoo or conditioner bought. Hereinafter, from every member, Dove will render Rp 1000 for "Yayasan PEKKA" (www.Dove-Sisterhood.com).

Many opinions telling that activity of CSR can increase consumer loyalty to the brand of a product. Kotler and Lee (2005) express that benefit of CSR for most company are Increased sales and market share, strengthened brand positioning, increased ability to attract, motivate, and retain employees, decreased operating costs, and increased appeal to investors and financial analysts. Kofi Annan in his speech to United States Chamber of Commerce told about the importance of social responsibility in business because business will see benefits on its bottom line. It will see direct benefits, such as protecting investment and reducing risk. And it will make less tangible, but no less important, gains in assets such as reputation and customer loyalty. In fact, there is a happy convergence between what the shareholders pay it for, and what is best for millions of people the world over” (Barnejee, 2007). CSR will become inherent inside the corporate business strategy to take care of or increases

competitiveness through reputation and faithfulness of product brand (loyalty) or company image (Daniri, 2008).

A research about CSR in the year 2005 by Fleishman-Hillard and National Consumers League indicates that 35% adult consumer in United States loyal to a product yielded by company doing CSR.

Cause Related Marketing itself alternatively as the implementation of CSR also gives positive impact to company executing it. According to Kotler and Lee (2005), most corporate benefits from a cause-related marketing campaign are marketing related. As the following examples demonstrate, successful initiatives can support efforts to attract new customers, reach niche markets, increase product sales, and build positive brand identity. In addition, such initiatives may also be one of the best strategies for raising significant funds for a cause. According to Adkins (2004), CRM benefits include enhanced reputation and image, increased trust, relationships and loyalty, emotional engagement, awareness and understanding. Cause Related Marketing can also generate trial, increase volume and sales amongst many other benefits. Also for nonprofit organizations which work along in CRM (Carr, 2005; Farache et al, 2008).

Many researches which have been done shows positive result about CRM, for company committing to CSR, CRM will offer more. Long-range impact like improvement of gain or cost-saving often sticks at research pickings showing CRM effectiveness. Value yielded by CRM will differ in between companies and industry, some of its potential benefits include attracting and retaining customers, market differentiation, outreach to niche markets (Rajeswari, 2007).

Result of other research executed by Business in the Community, Research International, LightSpeed and Dunnhumby in the year 2003 and 2004 indicating that CRM campaign CRM campaigns do work - they have an impact on brand affinity and in turn brand

equity, as well as consumer perception, loyalty and actual buying behavior. Also, CRM campaigns can have a greater impact on loyal customer spend than more conventional point-of sale promotions.

Other research about CRM held by Brink et al (2006), they examine about The Effect of Strategic and Tactical Cause Related Marketing on Consumers' Brand Loyalty. They conceive tactical and strategic CRM to differ on four dimensions: the congruency between the cause and a company's core competency, the duration of a campaign, the amount of invested resources, and the degree of senior management involvement. In this research, consumer involvement variable added as a moderating effect. Through an experimental study with 240 participants, this study confirms that cause related marketing may enhance consumer's brand loyalty. However, the results show that this only holds for long-lasting CRM campaigns related to products for which consumers are not highly involved.

Miller (2002) also expressed that benefit from applying of cause related marketing include building brand and customer loyalty. Consumer loyalty refers to repeat visitation or in the case of singular products repeat purchase (Gartner, 2009) or consistent purchasing to certain brand a spell (Nugroho, 2003). Meanwhile, successful brands create wealth by attracting and retaining customers as certain loyal customers may be willing to pay more for a brand. Brand loyalty discourages brand switching to competing brands (Dick and Basu, 1994 in Mascarenhas et al, 2006).

In the year 2009 MARS magazines performed a market research about "Indonesian Consumer Shopping Behavior 2009" in 8 town (Jakarta, Bandung, Semarang, Surabaya, Medan, Makassar, Balikpapan, Palembang), especially for foods/drinks product, cosmetics, toiletries, and household goods. The finding indicates that for toiletries, tooth paste consumers have the highest loyalty to a brand. Whereas liquid soap consumer easily change their choice if there are nicer brand. Also women's sanitary napkins consumer changes their

mind if there is brand giving discount or present. As for lowest level of brand loyalty goes to solid toilet soap and shampoo consumer.

A loyal consumer of certain brand has high trust to the brand (brand trust) (Ballester

Brands	Talking	Promoting	Selling	WOM	SN	WOMMI
Sunsilk	11,36	6,14	2,71	26,98	6,59	177,90
Clear	9,94	6,68	3,65	25,38	6,88	174,91
Lifebuoy	10,96	6,39	3,16	27,03	6,31	170,47
Rejoice	12,27	6,01	2,70	27,15	6,09	165,48
Dove	11,88	5,99	2,86	28,71	5,20	149,29

& Alemán, 2001). One of loyal consumer actualization shown by their action to recommends and promotes the brand to others (Aaker, 1997). Nowadays marketing through recommendation from mouth to mouth often called Word of Mouth Marketing (WOMM) which measured with Word of Mouth Marketing Index (WOMMI). Following is data about WOMM of the year 2009.

Table 1.2
Most Recommended Brands by the Year 2009 Based on WOMMI

Pantene	10,44	5,44	2,68	23,94	6,00	143,54
Average Score	6,14	6,14	1,79	26,53	5,18	163,56

Personal Treatment Product Category Shampoo

Source: SWA Magazine No. 08/XXV/16-29 April 2009

Word of Mouth value calculated from total average of variable talking, promoting, and selling. From the tables above, Word of Mouth from Dove shampoo is the highest among other brand. But, if it social networking factor is added into it to calculate WOM index, the rank of Dove shampoo is descending. Social networking as multiplier factor to WOM value showing indicators of strength or weakness of a brand in market will also affected by consumer network range. It happened because social networking owned by Dove consumer is narrow. So, though it has high recommendation value, not guarantee that it can increase product performance in market because as of recommendation spread by consumer is too narrow causing recommendation done by consumer become less effective.

From the result of research held by SWA, Dove HairTherapy shampoo fairly didn't have high WOMII score. Dove HairTherapy ranks at five with index of 149, 29 below Sunsilk, Clear, Lifebuoy, and Rejoice. Even though it is compared to brands with higher WOMII ranks, Dove is the only shampoo product which applied CSR program.

Hereinafter, there is a data about comparison of level of trust of consumer to foreign brands and local brands. Following is data about level of trust of consumer in the year 2009.

Table 1.3
Level of Consumer Trust by the Year 2009 Toward
Foreign Brands and Local Brands Category Shampoo

	Main Brand	Secondary Brand
Number of Respondents	100	100
Clear	29 %	19%
Sunsilk	23%	36%
Pantene	12%	7%
Nature	7%	5%
Dove	6%	1%

Source: SWA Magazine 10/XXV/14-27 Mei 2009

From the data above, it visibly see that out of 100 respondents, only 6% trusting Dove HairTherapy as main brand of shampoo which they choose, and only a number of just 1% trusting Dove HairTherapy as secondary brand. So it can be concluded that level of consumer trust to Dove HairTherapy still low though Dove has consistently executes CSR program. Even from the result of Indonesia Best Brand 2009 survey about personal product performance between the year 2007-2009 by SWA and MARS Magazines, Dove HairTherapy is not at all admitted in top five categorized shampoo.

1.2. Problems Statement and Research Questions

Based on the description above, known that though Dove has applied CSR program consistently on their marketing strategy from the year 2005, Dove HairTherapy's brand loyalty still low if it is compared to competitor brands that is not applied CSR in their marketing strategy. Seen on the data before, Dove shampoo having an ineffective WOM measured by WOMMI and having low brand trust from consumer. In the business rivalry that is increasingly tight and product differentiation that is increasingly difficult to be done, CSR activity is one alternative way which is innovative and difficult to be imitated by competitors in constructing good relationship with consumer, because every company has their own strategy. So do with CRM activity which has been done by Dove through "Dove Sisterhood". However company shall know if CRM program which they have did brings significant impact to brand loyalty of Dove HairTherapy or not.

Those problems can be replied in accurate figure hence the problem which will be checked need to be specifically formulated. By using research model from Brink et al (2006), research questions which will be studied in this research listed as follows:

1. How "congruence" factor influences brand loyalty of Dove HairTherapy?
2. How "duration" factor influences brand loyalty of Dove HairTherapy?
3. How "invested resource" factor influences brand loyalty of Dove HairTherapy?
4. How "management involvement" factor influences brand loyalty of Dove HairTherapy?
5. How "consumer involvement" as moderating factor influences brand loyalty Dove HairTherapy?

1.3. Purpose and Research Benefit

1.3.1. Research Purpose

This study aims to analyze the effect of Cause Related Marketing (CRM) application on Dove Sisterhood towards consumer brand loyalty of Dove HairTherapy, whether it is moderated by consumer involvement or not. This research also aimed to investigate the most influencing factor of cause related marketing in order to make the program be more successful.

1.3.2. Research Benefit

1. Benefit for Writer

This research is an instrument of intellectual and contemplative faculties training to apply all theory and knowledge which has got in class to break an empirical problem through accountably systematic way and method. Besides, this research is a covenant to fulfill the requirement for obtaining title Bachelor Degree at Economics Faculty Diponegoro University.

2. Benefit for Civitas Academica

Result of this research can add empirical research repertoire about science discipline of marketing management, especially concerning Cause Related Marketing.

3. Benefit for Audience

Result of this research can become information and reference for interested parties to Cause Related Marketing problems.

4. Benefit for Company

Result of this research expected to be able to become company input when applying Cause Related Marketing in its marketing strategy.

1.4. Thesis Outline

Outline of the bachelor thesis is described as follows:

- Chapter I Introduction

Chapter I provide the research background, problem discussion, research questions, research purposes, and research benefits.

- Chapter II Literature Review

Chapter II contains underlying theories and reviews of the previous study that has a closer relationship to the subject of this study. It also contains theoretical framework of the study and hypothesis.

- Chapter III Research Methodology

Chapter III explains the research methods. This chapter also includes a definition and operational measurement of the variables, population and sampling frame, data type and data source. This chapter also describes analysis method used in the research.

- Chapter IV Result and Data Analysis

Chapter IV presents sample overviews, data analysis, and discussion of the research hypothesis.

- Chapter V Conclusions

Chapter V provides the conclusions and implications drawn from the research. It includes the limitations of the study and suggestions.

CHAPTER II

LITERATURE REVIEW

2.1. Theoretical Background

2.1.1. Corporate Social Responsibility

There are many experts and institutions which have offered several distinct definitions of corporate social responsibility (CSR). The Organization for Economic Cooperation and Development (OECD) defines CSR as business's contribution to sustainable development and that corporate behavior must not only ensure returns to shareholders, wages to employees, and products and services to consumers, but they must respond to societal and environmental concerns and value.

According to The World Business Council for Sustainable Development (now named Business Action for Sustainable Development), CSR is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large.

Kotler and Lee (2005) define that CSR is a commitment to improve community well being through discretionary business practices and contributions of corporate resources. A key element of this definition is the word discretionary. Kotler and Lee (2005) were not referring here to business activities that are mandated by law or that are moral or ethical in nature and perhaps therefore expected. Rather, they are referring to a voluntary commitment a business makes in choosing and implementing these practices and making these contributions. Such a commitment must be demonstrated in order for a company to be described as socially responsible and will be fulfilled through the adoption of new business practices and/or contributions, either monetary or non-monetary. The term community well being in this definition includes human conditions as well as environmental issues.

Based on Draft of ISO 26000 which published November 2009, social responsibility means responsibility of an organization for the impacts of its decision and activities on society and the environment, through transparent and ethical behavior that:

- contributes to sustainable development, health and the welfare of society,
- takes into account the expectations of stakeholders,
- is in compliance with applicable law and consistent with international norms of behavior, and
- is integrated throughout the organization and practiced in its relationships.

Kotler and Lee (2005) mentioned six options for Corporate Social Initiatives. Audition of CSR alternative program which will be executed by company hardly base on CSR implementation purpose reached by the company. The six social initiatives explored are as follows:

1. Cause Promotion

A corporation provides funds, in-kind contributions, or other corporate resources to increase awareness and concern about a social cause or to support fundraising, participation, or volunteer recruitment for a cause.

The corporation may initiate and manage the promotion on its own (i.e., The Body Shop promoting a ban on the use of animals to test cosmetics); it may be a major partner in an effort (Aleve sponsoring the Arthritis Foundation's fundraising walk); or it may be one of several sponsors (Keep America Beautiful 2003 sponsors for the "Great American Cleanup" included Lysol, PepsiCo, and Firestone Tire & Service Centers, among others).

2. Cause Related Marketing

According to Kotler and Lee (2005), cause related marketing means that corporation commits to make a contribution or donating a percentage of revenues to a specific cause based on product sales. Most commonly this offer is for an announced period of time, for a specific product, and for a specified charity.

In this scenario, a corporation is most often partnered with a nonprofit organization, creating a mutually beneficial relationship designed to increase sales of a particular product and to generate financial support for the charity (for example, Comcast donates \$4.95 of installation fees for its high-speed Internet service to Ronald McDonald House Charities through the end of a given month). Many think of this as a win-win-win, as it provides consumers an opportunity to contribute for free to their favorite charities as well.

3. Corporate Social Marketing

A corporation supports the development and/or implementation of a behavior change campaign intended to improve public health, safety, the environment, or community well-being. The distinguishing feature is the behavior change focus, which differentiates it from cause promotions that focus on supporting awareness, fundraising, and volunteer recruitment for a cause.

A corporation may develop and implement a behavior change campaign on its own (i.e., Philip Morris encouraging parents to talk with their kids about tobacco use), but more often it involves partners in public sector agencies (Home Depot and a utility promoting water conservation tips) and/or nonprofit organizations (Pampers and the SIDS Foundation encouraging caretakers to put infants on their backs to sleep).

4. Corporate Philanthropy

A corporation makes a direct contribution to a charity or cause, most often in the form of cash grants, donations, and/or in-kind services. This initiative is perhaps the most traditional of all corporate social initiatives and for many decades was approached in a responsive, even ad hoc manner.

More corporations are now experiencing pressures, both internally and externally, to move to a more strategic approach, choosing a focus and tying philanthropic activities to the company's business goals and objectives.

5. Community Volunteering

A corporation supports and encourages employees, retail partners, and/or franchise members to volunteer their time to support local community organizations and causes. This activity may be a stand-alone effort (i.e., employees of a high tech company tutoring youth in middle schools on computer skills) or it may be done in partnership with a nonprofit organization (Shell employees working with The Ocean Conservancy on a beach cleanup).

Volunteer activities may be organized by the corporation, or employees may choose their own activities and receive support from the company through such means as paid time off and volunteer database matching programs.

6. Socially Responsible Business Practices

A corporation adopts and conducts discretionary business practices and investments that support social causes to improve community well-being and protect the environment. Initiatives may be conceived of and implemented by the organization (i.e., Kraft deciding to eliminate all in-school marketing) or they may be in partnership with others (Starbucks working with Conservation International to support farmers to minimize impact on their local environments).

2.1.2. Cause Related Marketing Definition

Cause related marketing has become primary form of corporate giving. It lets companies “do well by doing good” by linking purchases of the company’s products or services with fund raising for worthwhile causes or charitable organizations (Kotler and Amstrong, 2010). Cause related marketing is to be situated in the context of corporate social responsibility (CSR). Within this notion of CSR, CRM is a specific marketing activity in which the firm promises its consumers to donate company resources to a worthy cause for each sold product or service.

In cause related marketing (CRM) campaigns, a corporation commits to making a contribution or donating a percentage of revenues to a specific cause based on product sales (Kotler and Lee, 2005). Most commonly this offer is for an announced period of time and for a specific product and a specified charity. This link to product sales or transactions most distinguishes this initiative, which contains a mutually beneficial understanding and goal that the program will raise funds for the charity and has the potential to increase sales for the corporation. A CRM campaign aims at two objectives: 1) to support a social cause and 2) to improve marketing performance (Varadarajan and Menon, 1988).

Kotler and Lee (2005) mentioned several types of product links and contribution agreements are common in CRM programs, including the following:

- A specified dollar amount for each product sold
- A specified dollar amount for every application or account opened
- A percentage of the sales of a product or transaction is pledged to the charity
- A portion of the sale of an item, sometimes not visibly disclosed, will be donated to a charity
- The company matches consumer contributions related to product related items
- A percentage of net profits from sales of a product or products is pledged
- The offer may be for only a specific, designated product

- It may be for a specific time frame or open-ended
- The corporation may decide to set a ceiling for their contribution from sales).

According to Kotler and Keller (2006), there are three potential options for branding a cause marketing program, including the following:

1. Self-branded : Create Own Cause Program

The firm takes ownership of cause and develops an entirely new organization to deliver benefits associated with the cause. The newly created self-branded cause could be branded with the parent brand of individual product brand. Self-branding can be useful when a firm is trying to augment existing consumer association via emotional and imagery appeals.

2. Co-branded : Link to Existing Cause Program

The firm partners with an existing cause. Typically, the identification of the brand affiliation with the cause is only in the form of its designation as a sponsor or a supporter – the actual involvement is not branded as a program in any way. Currently, co-branding relationships with causes are the most popular type of activity. Co-branding with an existing cause is a means for firms to complement their existing brand image with specific associations that are “borrowed” or “transferred” from a cause.

3. Jointly Branded: Link to Existing Cause Program.

In this hybrid approach, firms partner with an existing cause but explicitly brand the program that links to the cause. Joint branding may permit the best of both worlds by establishing a strong connection with existing cause but maintaining a distinct identity at the same time.

According to Polonsky and Speed (2001) there are five different types of CRM programs. These are broad-based, limited, market focused, replacement and multi-phase

programs. To decide which program to use, the following four questions need to be taken into consideration. What type of consumers is targeted? Are there any actions required from the customer besides purchasing the product or service? What financial commitment is the company willing to offer and if there are any leveraging activities required?

1. Broad-based is the simplest program. Both existing and new consumers are targeted and firms donate a certain amount of each sold product. The only action required from the consumer is the purchasing of the product and there are no limits of how big amount that is donated. When using broad-based CRM programs leveraging activities are needed. These could include advertising, packaging information and sales information.
2. Limited CRM program is a limited version of the broad-based which also targets all kinds of consumers. The main difference between broad-based and the limited CRM program is that firms donate a certain amount of each sold product but only to a maximum sum. In some cases they also offer to donate a minimum sum to increase the credibility. As in the broad-based program the only required action from the consumer is purchasing the product. Leveraging activities are also the same as in the broad-based program.
3. Market-focused program targets new types of consumers. There might be an additional requirement from the consumer besides purchasing the product, i.e. submit coupons. The financial commitment can be either unlimited or capped and an amount is donated for all sales of a specific product. Since this program targets a specific market the promotion needs to be adapted to that market and also in some cases informative sales promotion is needed.
4. Replacement program replaces the ordinary sponsoring with sales based giving. All types of consumers are targeted. The requirements from the consumers are

similar to the market-focused program where also a second action may be needed. As in the limited CRM program the financial commitment is also capped which means there will be a limit of how much money that will be donated. Both advertising and information on the package are required leverage activities, i.e. 'By purchasing this product you have donated a certain amount to a specific cause.' Additional sales promotions are also commonly used in this program.

5. Multi-phase program targets all kinds of consumers, both new and existing. Here the consumers have to purchase a product and an additional action is required. It could be submitting coupons or mail in a barcode but the big advantage with this program is that not all customers will make this extra effort and still the company's gain in consumers' trust will be the same as if there were no extra requirement. The financial commitment can be either unlimited or capped and an amount is donated for all sales of a specific product. Advertising and information of packages are essential and should inform the consumer of the extra activity that is needed. This can also be complemented with different types of sales promotions.

2.1.3. Brand Loyalty

Hawkins et al, 2007 define brand loyalty as a biased (i.e., nonrandom) behavioral response (i.e., purchase/recommend) expressed over time by a decision-making unit with respect to one or more alternatives brands out of a set of such brands that is a function of psychological (decision-making, evaluative) processes.

There are two approaches in studying brand loyalty. Firstly instrumental approach of conditioning, it consider that a spell of consistent purchasing show brand loyalty. Second approach is based on cognate theory. Behavior itself doesn't reflect brand loyalty. Loyalty

expressed commitment to brand which might not only reflected by continuous purchasing behavior (Assael, 1992).

Assael (1992) also arises four things showing trend of loyal consumer which as follows:

1. Consumer which loyal to brand tends to more self confidence with their choice.
2. Consumer which more loyal possibly feels higher level risk in their purchasing.
3. Consumer which loyal to brand also likelier loyal to shop.
4. Group of minority consumer tended to more loyal to brand.

According to Hawkins et al (2007) consumer loyal to a brand (store and service) which called a committed customer has an emotional attachment to the brand or firm. Committed customers are much more profitable to the firm than mere repeat purchasers, who in turn are more profitable than occasional buyers. Hawkins et al (2007) also provide an explanation about committed customers that are:

- Unlikely to consider additional information when making a purchase,
- More receptive to line extensions and other new product offered by the same firm,
- Likely to forgive an occasional product or service failure (from the same product or service they consume), and
- Likely to be a source of positive word of mouth communications.

Feller and Hartline (2005) define brand loyalty as a positive attitude toward a brand that causes customers to have a consistent preference for that brand over all other competing brands in a product category. According to Feller and Hartline (2005), there are three degrees of brand loyalty as follows:

1. Brand Recognition

Brand recognition exists when a customer knows about the brand and is considering it as one of several alternatives in the evoked set. This is the lowest

form of brand loyalty and exists mainly due to the awareness of the brand rather than a strong desire to buy the brand.

2. Brand Preference

Brand preference is a stronger degree of brand loyalty where a customer prefers one brand over competitive brands and will usually purchase this brand if it is available.

3. Brand Insistence

Brand insistence is the strongest degree of brand loyalty. It occurs when customers will go out of their way to find the brand and will accept no substitute. Customers who are brand insistent will expend a great deal of time and effort to locate and purchase their favorite brand.

Consumer loyalty to a brand according to Durianto et al (2001) has five levels, as follows:

1. Switcher

Consumer residing at this level indicates that they seldom do purchasing because of the brand, they usually buy a product because the product is cheap.

2. Habitual Buyer

At this level consumer has often uses the brand and doesn't have desire to move to another brand, especially if the switchover costs money or other sacrifice.

3. Satisfied Buyer

At this level consumer satisfied if they consume certain brand, but they might possibly make a move to other brand though only accounts expense of switchover related to time, money and brand performance risk.

4. Like the Brand

Consumers at this phase are people having emotional feeling related to brand. Their likes can be constituted by experience of using a brand or also because of perception to quality of a high brand.

5. Committed Buyer

Consumers at this level are people who are faithful to a brand. They have pride as consumer of a brand and it is very important for them. One of their loyalty actions to the brands is shown by recommending the brand to other party.

Consumer types of a brand will reach various levels through various phases. Loyalty of brand grows follows four phases (Oskame in Dharmmesta, 1999) that are cognate, affective, conative and action. This review estimates that consumer becomes loyal in advance at cognate aspect, then affective aspect and at aspect conative, before finally conducts purchasing action. The phases explained clearly are as follows:

a. Cognate Phase.

At this phase, consumer just applies main information at superior assumed brand in emulation. This information assures consumer to consume product or brand. Cognate aspect is more based on functional characteristic, especially cost, benefit and quality of product or brand. If those three factors are bad, consumer would easily change over to other brand.

b. Affective Phase.

Affective phase is more based on consumer position to a brand, this position also shows consumers like to a brand compared to other brand. This position pushed by the existence of consumer satisfaction factor to brand. At this phase, loyalty has entered in consumer marrow because consumer has done overall evaluation about the brand. But consumer at this phase has possibility to make a

move to another brand, especially if there is brand dissatisfaction, existence of persuasion from competitor brand, causing consumer to try other brand.

c. Conative Phase

At this phase there is consumer loyal condition influenced by intention or desire to do brand re-buying, the desire is anticipatory action but uncommitted. Consumer transfer susceptibility to other brand caused by persuasion factor from other brands and consumer effort to try other brands.

d. Action Phase

This phase shows commitment existence accompanied by action to consume a brand. Differs from phases before, consumer at this phase are difficult to make a move to other brand. This caused by blasé consumer to marketing effort from other brand, other communications and brand marketing strategy not getting attention from consumer.

2.1.4. Congruency

According to Kotler and Keller (2006), most firms tend to choose causes that fit their corporate or brand image and matter to their employees and shareholders. Till and Nowak (2000) suggest that cause and brand pairings that will be most easily formed will be those in which there is a perceived natural or plausible fit between the brand and the cause. This principle also suggests that in cases when a brand wants to pair with a specific cause because of the high emotional appeal of the cause, that such a pairing may not be effective for the brand if consumers do not perceive an appropriate match between the brand and the cause. So the “fit” between the cause and the main business of the company is important for CRM success.

Greater fit between company and cause in the cause related marketing alliance should lead to a more favorable response to the alliance in the form of a favorable evaluation, either through the process of positive associations developed as a result of partnering with a cause, or through elaboration of the company's public identity based on this association (Gupta and Pirsch, 2006). Based on their research about the company-cause-customer fit decision in cause related marketing, they found that when company-cause fit is high, consumer attitude toward the fit will be more positive than when the company-cause fit is low, also when consumer attitude toward the company-cause fit is high, intent to purchase the sponsored product will be higher than when consumer attitude toward the company-cause fit is low.

Pracejus and Olsen (2003) recently demonstrated that the degree of brand-cause fit can have a substantial, positive impact of CRM campaigns on behavioral loyalty. More specifically, high-fit CRM programs have an impact that is five to ten times greater than the impact of low-fit campaigns. Furthermore, companies can improve their overall performance by adopting strategic philanthropy, which aligns philanthropic efforts with companies' mission, vision and resources (McAlister and Ferrell, 2002). Drumwright (1996) notes that advertising campaigns with a social dimension are more likely to be successful if there is a degree of congruency between the company and the cause. Research done by Lafferty et al (2004) found that the fit between the cause and the brand name is a necessary antecedent for a successful cause-brand alliance campaign. It also found that consumer perceptions of product-category fit should hold when a cause is linked with a product.

Hypothesis 1: The congruency between the cause and a company's core competencies in a CRM campaign is positively related to brand loyalty.

2.1.5. Duration

Miller (2002) proposes that companies should show a certain degree of (behavioral) commitment toward the CRM campaign, which can eventually lead to brand loyalty. One of the factors that can demonstrate a company's commitment is the duration of the CRM program (Miller, 2002). Till and Nowak (2000) suggest that the effectiveness of a CRM program increases with its duration. Companies that consistently support a specific cause can benefit significantly (Welsh, 1999). Varadarajan and Menon (1988) state that CRM campaigns with a medium-term to long-term focus have a higher potential of increasing consumers' perceptions of company image.

Long-term relationships have also shown that consumers recognize the brand and the charity cause if the relationship is strong and take place over a long period of time (Pringle & Thompson (1999) in Nilson & Rahmani (2007)). Duration of the relationship is also important. A time period should be set stating how long the cooperation is going to last rather than confusing the consumers thinking that it is a lifelong relationship (ibid). Moreover, advertising campaigns with a social connotation are more likely to be successful with a longer time commitment (Drumwright, 1996).

Hypothesis 2: The duration of a CRM campaign is positively related to brand loyalty.

2.1.6. Invested Resources

Apart from financial means, a company may invest in a CRM program through employee expertise, volunteer work or any other non-monetary alternative. In this respect, it is asserted that company commitment toward a CRM campaign can be enhanced by including employee volunteers and making in-kind donations instead of monetary contributions (Miller, 2002). Welsh (1999) confirmed that employee participation in a CRM campaign can increase a company's commitment. Similarly, Macleod (2001) suggests that companies should set up

a special CSR team with grass-roots employees in order to build credibility for the respective CSR initiative. Ellen, Mohr and Webb (2000) found that consumers evaluated CRM offerings in which a company donated cash less favorably than donations involving a company's products. Larger donations to social causes increased the appeal of the related product in the market (Mohr, Webb, and Harris, 2001).

Hypothesis 3: The amount of resources invested in a CRM campaign is positively related to brand loyalty.

2.1.7. Management Involvement

Next to behavioral commitment, Miller (2002) stresses the importance of a firm's attitudinal commitment to CRM. The management involvement dimension of the approach deals with the degree of management support and involvement in the CRM approach (Miller, 2002). Liu et al (2009) from their interview base research toward UK companies' management concluded that larger CRM campaigns tend to be managed and organized centrally with relatively less employee participation than smaller ones. On the whole, CRM campaigns are treated as business investments – the larger the sums involved, the more senior the managers in charge will be. The visible and enthusiastic involvement of top management executives enhances the credibility of a CRM campaign (Macleod, 2001). CRM campaigns are more likely to succeed because the support of senior management (Drumwright, 1996).

Hypothesis 4: The degree of management involvement in a CRM campaign is positively related to brand loyalty.

2.1.8. Consumer Involvement

The previous hypotheses suggest that companies' CRM efforts might impact consumers' brand loyalty. However, this main effect might be moderated by consumers' involvement. De Wulf, Odekerken-Schroder, and Iacobucci (2001) define product category involvement as a consumer's enduring perceptions of the importance of the product category based on the consumer's inherent needs, values, and interests.

According to earlier work by Kapferer and Laurent (1985), there are five facets/antecedents of involvement that are:

1. Interest

The personal interest a person has in a product category, its personal meaning and importance.

2. Pleasure

This facet means the hedonic value of the product, its ability to provide pleasure and enjoyment.

3. Sign

The sign value of the product, the degree to which it expresses the person's self.

4. Risk Importance

The perceived importance of the potential negative consequences associated with a poor choice of the product.

5. Risk Probability

It means the perceived probability of making such a poor choice.

Existing research mainly focused on the direct effect of consumers' involvement with a product on their brand loyalty. Traylor (1981) for example found a positive relationship between involvement and brand loyalty. Similarly, Amine (1998) posits that the marketing

literature often assumes involvement to be positively correlated with brand loyalty, but that the strength of this relationship is only low to moderate. Therefore, he considers it as an indirect source of brand loyalty (Amine, 1998), which could be interpreted as a moderator of the relationship between an antecedent and brand loyalty. To the best of our knowledge, no research has been conducted on consumer involvement as a moderator of the relationship between CRM efforts and brand loyalty. However, the moderating role of consumer involvement has been empirically validated in a study by De Wulf, Odekerken- Schroder, and Iacobucci (2001). They empirically demonstrated that the impact of a retailer's relationship efforts on relationship quality (satisfaction, trust, and commitment) was strengthened by consumers' product category involvement.

Hypothesis 5: High consumer involvement of a product amplifies the effect of CRM variables toward brand loyalty.

2.2. Former Research

Researches about CRM have been done by some researchers, mentioned at tables hereunder:

Table 2.1
Former Research

No.	Researchers	Title	Year	Conclusion
1.	Mahmood M. Hajjat	Effect of Cause Related Marketing on Attitudes and Purchase Intentions: The Moderating Role of Cause Involvement and Donation Size	2003	The purpose of the research was to examine the role of involvement and donation in moderating the effect of CRM and ordinary marketing (OM) on consumer attitudes and purchase intentions. It is hypothesized that in conditions where there is a <i>match</i> between levels of involvement and donation,

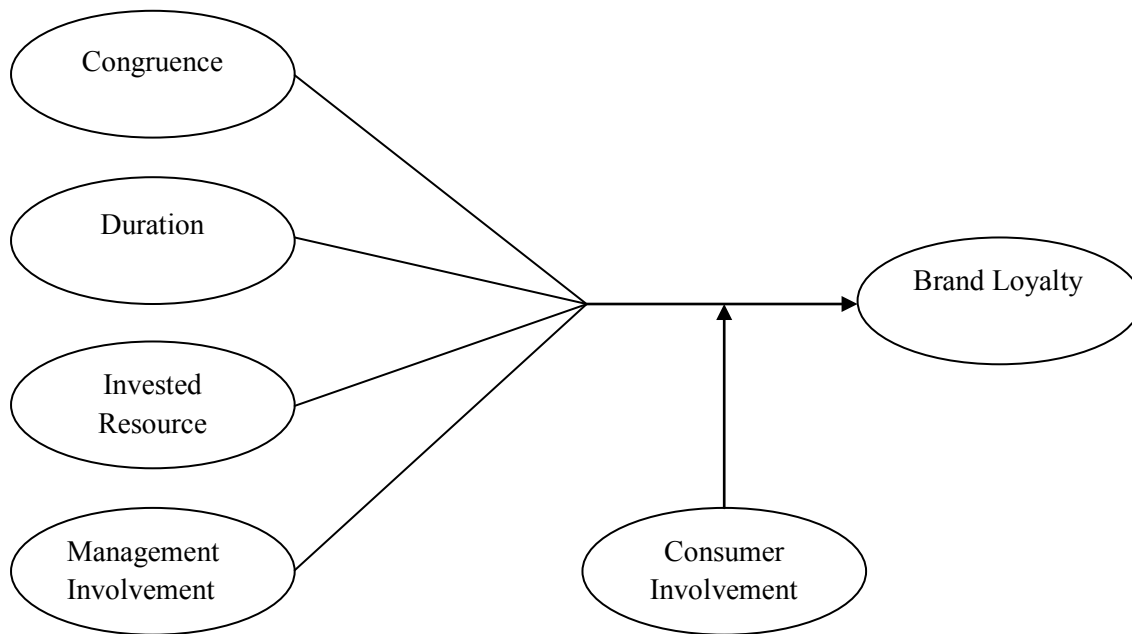
				CRM would be superior to OM in creating favorable attitudes and purchase intentions whereas in conditions where there is a <i>mismatch</i> between levels of involvement and donation, OM would be superior to CRM. Results from several ANOVA analyses supported the hypotheses and all hypotheses were accepted.
2.	Shruti Gupta; Julie Pirsch	A Taxonomy of Cause Related Marketing Research: Current Findings and Future Research Directions	2006	This paper outlines the rewards and risks for the company and the cause as they consider CRM partnership, as well as the benefits and drawbacks for the customers asked to participate in CRM programs through the purchase of the sponsored product or service.
3.	Douwe van den Brink; Gaby Odekerken Schröder; Pieter Pauwels	The Effect of Strategic and Tactical Cause Related Marketing on Consumers' Brand Loyalty	2006	In an experimental design with 240 participants, this research assess to what extent consumers reveal an effect of strategic and tactical cause related marketing on brand loyalty. Furthermore, it investigates the moderating role of consumer involvement with a product on the relationship between cause related marketing and brand loyalty. The results show that consumers perceive a significantly enhanced level of brand loyalty as a result of strategic cause related marketing as long as the firm has a long-term commitment to this campaign and the campaign is related to a low involvement product. Consumers do not exhibit a significant impact of tactical cause related marketing

				campaigns – whether related to high or low involvement products – on brand loyalty.
4.	Janet Hoek; Philip Gendall	An Analysis of Consumers' Responses to Cause Related Marketing	2008	This study explored whether congruent and incongruent causes differentially affected choice behavior. Neither cause had a material effect; nor was consumers' past responsiveness to CRM related to their choice behavior. These findings lend support to earlier findings that suggest consumers may not use cognitive pathways to process CRM and highlight the need for more behavioral research into CRM's effects.
5.	Enrique Bigne'-Alcaniz; Rafael Curra's-Pe'rez; Isabel Sa'nchez-Garci'a	Brand Credibility in Cause Related Marketing: The Moderating Role of Consumer Values	2009	The main purpose of this paper is to analyze the moderating effect of consumer altruistic values upon two drivers of brand credibility in cause related marketing: cause-brand fit and consumer attribution of altruistic brand motivations. Findings show that altruistic consumers use mainly altruistic attribution to form their judgment on brand credibility in CRM messages, whereas non altruistic consumers base their assessment on cause-brand fit.

2.3. Research Design

Research Design depicts influential effects of independent variables. In this case, the variables which used for this research are taken from Brink et al (2006) research.

Figure 2.1
Conceptual Framework



Source: Brink et al (2006)

2.4. Hypothesis

Hypothesis applied in this research are:

H1 : The congruency between the cause and a company's core competencies in a CRM campaign is positively related to brand loyalty.

H2 : The duration of a CRM campaign is positively related to brand loyalty.

H3 : The amount of resources invested in a CRM campaign is positively related to brand loyalty.

H4 : The degree of management involvement in a CRM campaign is positively related to

brand loyalty.

H5 : High consumer involvement of a product amplifies the effect of CRM variables toward brand loyalty.

CHAPTER III

RESEARCH METHODOLOGY

3.1 Operational Definition

Variables used for this research are brand loyalty as dependent variable (Y), whereas congruency (X1), duration (X2), invested resource (X3) and management involvement (X4) as independent variables. In addition, consumer product involvement (X5) applied as a moderating variable.

3.1.1. Dependent Variable (Brand Loyalty)

The brand loyalty scale of Quester and Lim (2003) which divided brand loyalty into three components was adapted to serve the purpose of this study as follows:

1. Cognitive component :
 - a. Consumer thought about Dove HairTherapy over other brands when they consider buying shampoo.
 - b. Consumer attention paid to Dove HairTherapy over other brands.
 - c. Consumer consideration about Dove HairTherapy when choosing a brand.
 - d. Consumer willingness to buy or consume Dove HairTherapy.
2. Affective Component :
 - a. Consumers feeling about buying another brand instead of Dove HairTherapy if it is not available.
 - b. If consumer excited about getting Dove HairTherapy over other brands.
 - c. If consumer feel very attached to Dove HairTherapy over other brands.
 - d. If consumer interested in Dove HairTherapy over other brands.
3. Conative Component :

- a. Consumer decision on buying Dove HairTherapy although another brand is on sale.
- b. Consumer choice not to buy another brand instead of Dove HairTherapy if it is not available.
- c. Consumer recommendation about using Dove HairTherapy to others.

3.1.2. Independent Variables

1. Congruency

The congruence dimension of the approach deals with the level of correspondence between the cause and the company according to Brink (2006). According to Varadarajan and Menon (1988), the match or fit between the cause and the company is one of importance factor when selecting a cause. Congruency was estimated by modifying a scale from Keller and Aaker (1992), which measured the fit between a company and brand extensions. The scales for measuring congruency are:

- Company in lines with the cause.
- Logicality of company supporting the cause.
- The concordance between company and supported cause.

2. Duration

Brink (2006) states that the duration dimension of the approach deals with how long time the CRM campaign runs. Duration was estimated by modifying a scale from Brink (2006), which measured the time frame of the program. The scales for measuring duration are:

- The duration of program.
- The program included in long-term program.

3. Resource Invested

The invested resources dimension of the approach is described by Brink (2006) as the amount of resources invested in the CRM program by the company. For the amount of resources invested, the scale used by Biswas and Burton (1993) was adapted and modified. They measured the magnitude of savings indicated in an advertisement for a category of products on sale. The scales for measuring the amount of resources invested are:

- The company invested much resource to their programs.
- The resources invested for Dove Sisterhood is high.

4. Management Involvement

The management involvement dimension of the approach deals with the degree of senior level management support and involvement in the CRM approach (Miller, 2002). With regard to management involvements, a modified version of the scale used in De Wulf, Odekerken-Schröder and Iacobucci (2001) was used. The scales for measuring management involvement are:

- The senior management seems to find it important what kind of cause the company supports.
- The senior management seems to be interested in the kind of cause the company supports.

3.1.3. Moderating Variable

Regression model with moderating variable is a conditional model which one or more independent variables influence one dependent variable, on the condition that the influence will become weaker or stronger if another variable come up as a moderating variable.

This research applied moderating variable because this research object that is

cause related marketing Dove Sisterhood involves consumer directly in its practice. To be the member of Dove Sisterhood, consumer of Dove HairTherapy must buy Dove HairTherapy and hereinafter register via dove sisterhood website by inputting their personal data and production code from the shampoo which has been bought. Consumer involvement was measured by the five facets/antecedents of involvement by Kapferer and Laurent (1985). The scales for measuring consumers' product involvement are:

- Interest.
- Pleasure.
- Sign.
- Risk Importance.
- Risk Probability.

3.2. Population and Sample

3.2.1. Population

According to Sekaran (2000) population refers to the entire group of people, events, or things of interest that the researcher wishes to investigate. Population targeted for this research is consumer of Dove HairTherapy in Semarang. Total population for this research is unknown.

3.2.2. Sample

A sample is thus a subgroup or a subset of the population. It comprises some members selected from the population. In other words, some, but not all, elements of the population would form the sample (Sekaran, 2000). By studying the sample, the researcher would be able to draw conclusions that would be generalized the population of interest.

According to Sekaran (2000), sampling is the process of selecting a sufficient number of elements from the population so that by studying the sample, and understanding the properties or the characteristics of the sample subjects, it would be possible to generalize the properties or characteristics to the population elements.

Sampling method applied in this research is Accidental Sampling that is sample which retrieve elements taken as sample are women consumer who ever bought or used Dove HairTherapy and know about Dove Sisterhood program.

This study's sample consists of 17 years female respondent or above. Female consumer selected as respondents because Dove HairTherapy is a female base (for women) product, though men also consume this product. So does for Dove Sisterhood program. Also, this criterion selected because a woman who has having age of 17 years or above shall be deemed to be adult and can make better decision. Besides, respondent have ever done recurring purchase or use Dove HairTherapy. The consideration of woman who done recurring purchasing assumed to be more understands about the product bought. Then, the respondents should know about Dove Sisterhood program.

Because the population number is unknown, sample calculation used is based on Widiyanto (2008), and then sample calculation with estimated error 10% is as follow:

$$n = \frac{Z^2}{4(moe)^2}$$

$$\begin{aligned} n &= \frac{1,96^2}{4(0,1)^2} \\ &= 96,04 \end{aligned}$$

Explanation :

n = Total sample

Z = Normal distribution level

$Moe = \text{Maximum Margin of Error}$

To make the data collecting easier, this research use 100 respondents as sample based on Ghozali (2009) recommendation that the good sample size use for research is between 100 and 200.

3.3. Types and Source of Data

3.3.1. Primary data

Primary data usually obtained by field survey using all original data collecting methods (Kuncoro, 2001). Individuals, focus groups, and a panel of respondents specifically set up by researcher whose opinions may be sought on specific issues from time to time are examples of primary data sources (Sekaran, 2000). This data which in the form of information obtained through sample respondent in the form of answers from questions submitted in questionnaire, direct interview and also observation related to research variables.

3.3.2. Secondary data

Secondary data is data which has been collected by data compiler (institute) and published to public and data user. The availability of secondary data would make the study easier and quickens the research (Kuncoro, 2001). Company resource or archives, government publications, industry analysis offered by the media, web sites, the internet, and so on are included in secondary data (Sekaran, 2000). In this research, secondary data obtained by collecting data from books, magazines article, journal, and also website related to variables which has been selected.

3.4. Data Collecting Method

3.4.1. Questionnaire

Questionnaire is a pre-formulated written set of questions to which respondents record their answers, usually within rather closely defined alternatives (Sekaran, 2000). Questionnaire is a list consist of questions which will be asked to respondent consisted of lines and columns to be filled with answers (Supranto, 2003).

The questionnaire contains questions related to variable that are measured. Various statements becoming indicators for each variable collected from various theories, journals, and books. Continuous Scale applied to measure respondent perception by distributing questionnaires over respondent. Questions in questionnaire created by using scale 1 to 5 represent respondent opinion. Respondents will give their answer by giving a mark on the line scale then it is measured to get the data (Ferdinand, 2006).

3.4.2. Literature Study

Literature study was done by collecting information from books, journals, magazines, and internet which has correlation with research.

3.5. Analytical Techniques

3.5.3. Qualitative Analytical Methods

Qualitative analysis is analysis which is not applies mathematical model, statistic model, econometrics or other certain models. Data analysis done limited to data processing technique, such as data and tabulation checking -in this case simply reading tables', charts, or numbers which is available, then do the breakdown and interpretation- (Hasan, 2002).

3.5.4. Quantitative Analytical Methods

Quantitative analysis is analysis utilizing analyzer having the character of quantitative. Analyzer having the character of quantitative is analyzer using models, like

mathematics model, statistical model, and econometrics. The result presented in the form of numbers then explained and interpreted in a description (Hasan, 2002).

3.5.4.1. Validity Tests

Validity test applied to measure validity or invalidity of a questionnaire. A questionnaire is valid if questions at questionnaire are able to explain thing which will be measured by the questionnaire. The way of measuring the validity by calculating correlation between scores of each question with total score (Ghozali, 2009). If the level of significant is less than 0.05, hence the question is not valid. Question that is not valid might be released from questionnaire then calculated again with correlation calculation. The decision bases to test validity of questionnaire item are:

If r result positive and r result $> r$ table hence the variable is valid.

If r result is not positive and r result $< r$ table hence the variable is not valid.

3.5.4.2. Reliability Tests

Reliability test is equipment to measure a questionnaire which is variables indicator. A questionnaire expressed reliable if someone's answer to questions was consistency or stable from time to time. Measurement of reliability can be done with one shot measurement then the result will be compared with other question or measures the correlation between question and answers.

Reliability test is done with help of SPSS giving facility to measure reliability with statistic test cronbach alpha α . A variable is reliable if it is > 0.60 (Ghozali, 2009).

3.5.4.3. Classic Assumption Tests

3.5.4.3.1. Multicollinearity Tests

The purpose of multicollinearity test is whether at a regression model found the existence of correlation between independent variables. If it happened, the correlation hence it named multicollinearity problem. It shouldn't happen in a good regression model (Ghozali, 2009). Guidances of a regression model which has multicollinearity free are VIF (Variance Inflation Factor) value < 10 , or Tolerance value < 1 .

3.5.4.3.2. Heteroscedasticity Tests

Heteroscedasticity test does in a regression model whether un-equality of variance happened from residual out of one respondent to another. The equality of variance and residual out of one observation to other observation hence called as homoscedasticity, and otherwise it called as heteroscedasticity. Heteroscedasticity wouldn't happen in a good regression model (Ghozali, 2009).

The existence of heteroscedasticity can be detected by seeing the Scatterplot. The decision making base is:

- a. If there are certain patterns like points forming a regular pattern (surging, wide, then narrows), hence heteroscedasticity was already happened.
- b. Otherwise, if there is no clear pattern of points which disseminating above and below number 0 at axis of the ordinate, hence heteroscedasticity was not happened.

3.5.4.3.3. Normality Tests

The purpose of normality test is to test whether in a regression model, dependent variable, independent variable or both having normal distribution or comes near to normal (Ghozali, 2009).

Normality detection is done by seeing normal chart of Probability Plot. The decision making base is as follows:

- a. If data disseminates around the diagonal line and follows the direction of diagonal line, hence the regression model fulfills normality assumption.
- b. If data disseminates far from diagonal line and doesn't follow the direction of diagonal line, hence the regression model doesn't fulfill assumption of normality.

3.5.4.4. Data Analysis Techniques

Two regression models applied in order to test hypothesis without moderator and hypothesis with moderator.

3.5.4.4.1. Linear Regression Analysis

Data analysis applies linear regression to know independent variables of CRM, that are congruency, duration, resource invested, and management involvement influence to dependent variable that is brand loyalty. Equation model of regression which will be tested is:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

3.5.4.4.2. Linear Regression Analysis with Moderator

Regression model with moderating variable is a conditional model which one or more independent variables influence one dependent variable, on the condition that the influence will become weaker or stronger if another variable come up as a moderating variable.

Data analysis applies linear regression with moderation to know CRM variables, that are congruency, duration, resource invested, and management involvement influence to brand loyalty if it is moderated by consumer involvement. Equation model of regression which will be tested is:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_1 X_5 + \beta_7 X_2 X_5 + \beta_8 X_3 X_5 + \beta_9 X_4 X_5 + e$$

Description:

Y = brand loyalty

X₁ = congruency

X₂ = duration

X₃ = resource invested

X₄ = management involvement

X₅ = consumer involvement

X₁ X₅ = congruency moderated by consumer involvement

X₂ X₅ = duration moderated by consumer involvement

X₃ X₅ = resource invested moderated by consumer involvement

X₄ X₅ = management involvement moderated by consumer involvement

e = disturbance error

3.5.4.4.3. Goodness of Fit Test

According to Ghazali (2009), Goodness of Fit Test is used as an accuracy function of a regression in appraising its actual value which can be measured from goodness of its fit. Statistically, at least it can be measured from statistic value of t, statistic value of F, and its coefficient of determination. F Test basically shows whether all independent variables packed

into model altogether having influence to dependent variable (Ghozali, 2009). Criteria applied are:

If probability $> 0,05$ hence H_0 is received.

If probability $< 0,05$ hence H_0 is refused.

Statistic t Test applied to measure how far the influence of each independent variable individually toward dependent variable. The coefficient of determination (R^2) used to measure model's ability in explaining independent variable variation. Coefficient of determination value is between zero and one (Ghozali, 2009).

CHAPTER IV

RESULTS AND DATA ANALYSIS

4.1. Research Object Description

4.1.1. Company Information

4.1.1.1. History of PT Unilever Indonesia Tbk

PT Unilever Indonesia Tbk was established on 5 December 1933 as *Lever's Zeepfabrieken N.V.* by deed No. 23 of Mr. A.H. van Ophuijsen, notary in Batavia. This deed was approved by the Gouverneur Generaal van Nederlandsch-Indie under letter No. 14 on 16 December 1933, registered at the Raad van Justitie in Batavia under No. 302 on 22 December 1933 and published in the Javasche Courant on 9 January 1934 Supplement No. 3.

By deed No. 171 of public notary Mrs. Kartini Muljadi SH dated 22 July 1980 the company's name was changed to PT Unilever Indonesia. By deed No. 92 of public notary Mr. Mudofir Hadi SH dated 30 June 1997 the Company's name was changed to PT Unilever Indonesia Tbk. This deed was approved by the Minister of Justice under decision letter No.C2-1.049HT.01.04 TH.98 dated 23 February 1998 and published in State Gazette No. 2620 of 15 May 1998 Supplement No. 39.

The company listed 15% of its shares on the Jakarta Stock Exchange and Surabaya Stock Exchange following the approval from the Chairman of Capital Market Supervisory Board (Bapepam) No.SI-009/PM/E/1981 on 16 November 1981.

At the company's Annual General Meeting on 24 June 2003, the shareholders agreed to a stock split, reducing the par value per share from Rp 100 per share to Rp 10/share. This change was notarised by deed No. 46 of public notary Singgih Susilo SH dated 10 July 2003 and was approved by the Minister of Justice and Human Rights of the Republic of Indonesia under decision letter No. C-17533 HT.01.04-TH.2003.

The company is engaged in the manufacturing of soaps, detergents, margarine, dairy based foods, ice cream, and tea based beverages and cosmetic products. As approved at the company's Annual General Meeting on 13 June 2000, which was notarised by deed No. 82 of public notary Singgih Susilo SH dated 14 June 2000 the company also acts as a main distributor of its products and provides marketing research services. This deed was approved by the Minister of Law and Legislation (formerly Minister of Justice) of the Republic of Indonesia under decision letter No. C-18482 HT.01.04-TH.2000. The company commenced commercial operations in 1933 (www.unilever.com).

4.1.1.2. Expansion of PT Unilever Indonesia Tbk

On 22 November 2000, the company entered into an agreement with PT Anugrah Indah Pelangi, to establish a new company namely PT Anugrah Lever (PT AL) which is engaged in the manufacturing, developing, marketing and selling of soy sauce, chili sauce and other sauces under the Bango, Parkiet and Sakura trademarks and other brands under license of the company to PT AL.

On 3 July 2002, the company entered into an agreement with Texchem Resources Berhad, to establish a new company namely PT Technopia Lever which is engaged in the distribution, export and import of goods under the Domestos Nomos trademark. On 7 November 2003 Texchem Resources Berhad entered into a share sale and purchase agreement with Technopia Singapore Pte. Ltd, in which Texchem Resources Berhad agreed to sell all of its shares in PT Technopia Lever to Technopia Singapore Pte. Ltd.

At the company's extraordinary General Meeting on 8 December 2003, the company received approval from its minority shareholders to acquire the shares of PT Knorr Indonesia (PT KI) from Unilever Overseas Holdings Limited (a related party). This acquisition became effective on the signing date of the share sales and purchase agreement between the company

and Unilever Overseas Holdings Limited on 21 January 2004. On 30 July 2004, the company merged with PT KI. The merger was accounted for using a method similar to the pooling of interest method. The company was the surviving company and after the merger PT KI no longer existed as separate legal entity. This merger is in accordance with the approval of the Capital Investment Co-ordination Board (BKPM) in letter No. 740/III/PMA/2004 dated 9 July 2004.

On 2007, the company entered into a conditional agreement to buy the “Buavita” and “Gogo” brands of fruit-based Vitality drinks from Ultra. The transaction accomplished on January 2008 (www.unilever.com).

4.1.1.3. PT Unilever Indonesia Tbk Activities Timeline

1920 -30	Import by van den Bergh, Jurgen and Brothers
1933	Soap Factory - Lever’s Zeepfabrieken NV – Angke, Jakarta
1936	Margarine and oil production van den Bergh’s Fabrieken NV - Angke, Jakarta
1941	Cosmetics factory - Colibri NV, Surabaya
1942 -46	Unilever control discontinued (World War II)
1965 -66	Under government control
1967	Control of business back to Unilever under foreign investment law
1981	Go public and listed in Jakarta Stock Exchange
1982	Construction of Elida Gibbs Factory in Rungkut, Surabaya
1988	Transfer of the Toilet Soap Factory from Colibri to Rungkut Factory, Surabaya
1990	Enter into the tea business
1992	Opening of ice cream factory
1995	Construction of detergents and foods factory in Cikarang, Bekasi
1996 -98	Consolidation of manufacturing facilities – Cikarang, Rungkut
1999	NSD Liquid Detergents – Cikarang

2000	Enter into soya sauce business
2001	Opening of tea factory – Cikarang
2002	Opening of central distribution centre Jakarta
2003	Enter into mosquito coil business
2004	Enter into snack business
2005	Opening of liquid / shampoo factory Cikarang
2008	Enter into fruit-based Vitality drinks business

Source: www.unilever.com

4.1.1.4. Factories of PT Unilever Indonesia Tbk

4.1.1.4.1. Locations

PT Unilever Indonesia Tbk operates modern production facilities in two industrial areas. The Personal Care and Toilet Soap plants are located in Rungkut industrial zone Surabaya, East Java occupying a land of 8.5 hectares. Whilst the Non-soap Detergent, Food, Liquid, Ice Cream and Home Care factories are in Jababeka, Cikarang, West Java spreading in a total of 40 hectares of land.

4.1.1.4.2. Sales & Distribution

Sales and distribution of PT Unilever Indonesia Tbk products is conducted through 17 sales depots which manage 400 distributors to reach hundreds of outlets nationally. They are also sourcing tea, soap, toothpaste, skin products and Wall's ice cream to New Zealand, Australia, Asian countries, Africa and Latin America.

4.1.1.4.3. Safety

PT Unilever Indonesia Tbk facilitated executive workshops and training at all levels to launch continuous improvement program in enhancing safety awareness and ensuring superior performance beyond plain compliance.

4.1.1.5. Products of PT Unilever Indonesia Tbk

4.1.1.5.1. Home Care and Hygiene

In Home Care and Hygiene Division, PT Unilever Indonesia Tbk has a portfolio of market leading brands in the fabric cleaning, fabric care, and oral and household care categories.

Table 4.1
PT Unilever Indonesia Tbk Home Care and Hygiene Products

Brands	Description
Domestos Nomos	Mosquito coil
Molto	Fragrance detergent
Rinso	Laundry detergent
Sunlight	Dishwashing liquid
Superpel	Mopping liquid
Surf	Laundry detergent

Source: Wikipedia.org

4.1.1.5.2. Personal Care

In Personal Care, PT Unilever Indonesia Tbk is market leaders in the daily hair care, mass market skin care, skin cleansing and deodorant categories. Six international brands such as Ponds, Dove Clear, Sunsilk, Lifebuoy and Rexona form the core of their business in these categories.

Table 4.2
PT Unilever Indonesia Tbk Personal Care Products

Brands	Description
Axe	Deodorant spray
Citra	Body lotion, Liquid soap, Bar soap
Clear	Shampoo
Close-Up	Toothpaste
Dove	Shampoo, Hair care, Liquid soap
Livebuoy	Bar soap, Liquid soap, Shampoo
Lux	Bar soap, Liquid soap
Pepsodent	Toothpaste, Toothbrush
Pond's	Skincare, Cosmetics
Rexona	Deodorant
Sunsilk	Shampoo, Hair care
Vaseline	Body lotion, Facial foam

Source: Wikipedia.org

4.1.1.5.3. Foods and Beverages

Table 4.3
PT Unilever Indonesia Tbk Foods and Beverages Products

Brands	Description
Bango	Soya sauce
Blue Band	Margarine
Buavita	Fruit drinks
Gogo	Fruit drinks
Knorr	Ready-meals
Lipton	Ready-to-drink tea
Parkiet	Sauce
Royco	Stock cubes, Non-MSG stock
Sakura	Sauce
Sariwangi	Tea
Skippy	Peanut butter
Taro	Snack

4.1.2. Product Information

Dove is a personal care brand owned by Unilever. Dove is primarily made from synthetic surfactants, as well as some vegetable oil based soap ingredients, such as sodium palm kernel. Dove is formulated to be pH neutral, with a pH that is usually between 6.5 and 7.5.

Dove products are manufactured in the Netherlands, United States, Germany, Ireland, Australia, Brazil, and Indonesia. The Dove trademark and brand name is currently owned by Unilever. Dove's logo is a silhouette profile of a dove, the color of which often varies.



Picture 4.1 Dove Logo

Dove's products sold in Indonesia include: body washes, beauty bars, body lotion, hair care, and facial care products. Dove's hair care products in Indonesia are called Dove HairTherapy. Dove shampoo first marketed in Indonesia on 2002. Dove HairTherapy manufactured in Jakarta. Variants of Dove HairTherapy listed as follows:

Table 4.4
Dove HairTherapy Variants

Product Picture	Product Name
	<p>Dove Daily Shine HairTherapy</p> <p>Shampoo and conditioner for normal hair, contains Advance protecting Serum to protect hair from pollution and sunburn.</p>
	<p>Dove Dry HairTherapy</p> <p>Shampoo and conditioner for normal and dry hair, contains Advanced Moisturizing Serum to make hair soften and moist.</p>
	<p>Dove Dandruff HairTherapy</p> <p>Shampoo and conditioner for dandruff problem, contains Advanced Moisturizing Serum and ZPTO to reduce and make dandruff disappear.</p>
	<p>Dove Intense Damage HairTherapy</p> <p>Shampoo and conditioner for damaged hair (colored, fragile, and branched), contains Advanced Repairing Serum to make hair healthier.</p>



Source: www.Dove-Sisterhood.com

4.1.3. Program Information

4.1.3.1. About Dove Sisterhood

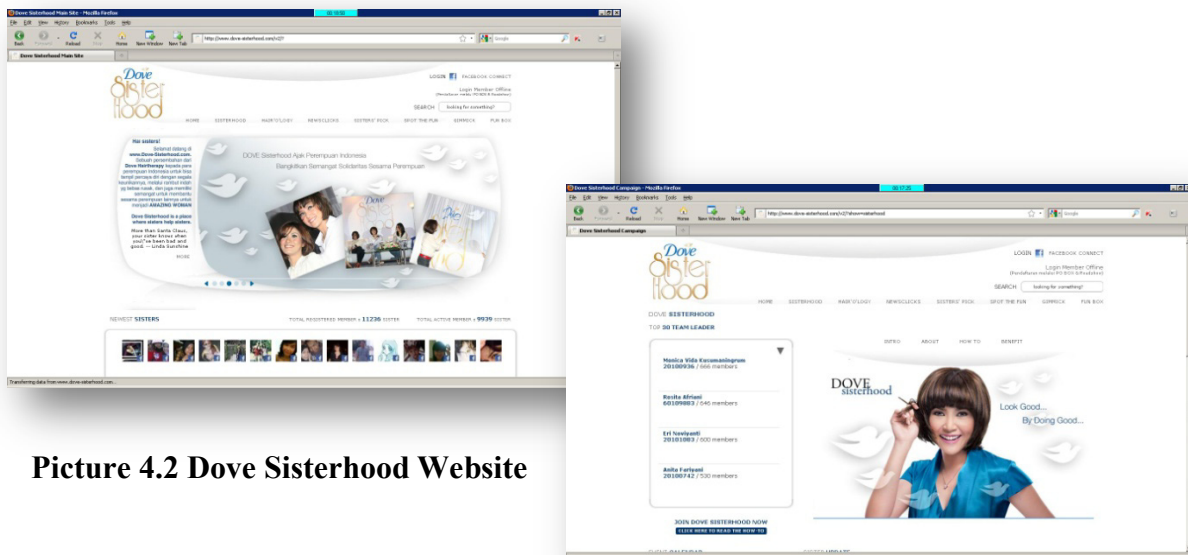
"Dove Sisterhood" is a marketing program which focused in giving social benefit to public. "Dove Sisterhood" invites Indonesian women to do solidarity. This movement calls upon spirit of mutual help to be Amazing Woman who come up with self confidence, beautiful inside and out with strong personality (Look Good by Doing Good). Dove Sisterhood program applied in a community where the women of Dove Hair Therapy consumers (so-called as Sister) can share among each other. In this community, the members can share information about woman's world, health and hair beauty, either from Dove Experts and also Sisters.

Besides, "Dove Sisterhood" goal is to assist the women who act as head of the family in Indonesia to become stronger and have self confidence. Dove Sisterhood invites member of its community to assist the "Perempuan Kepala Keluarga" (Head of The Family) who merged in "Yayasan PEKKA (Perempuan Kepala Keluarga)" in order to become Amazing Single Mom. The "Family Head Woman" is woman with light chartered investment counsel because of matters, like remained husband to die, divorced, or replaces function of father which unable to earn life again, and must take over the role of them as family's backbone. By PEKKA, "Perempuan Kepala Keluarga" assisted through skilled training, education, and

other trainings to be able to live with self-supporting confidently and strong for herself and family.

4.1.3.2. Application Procedures

The procedures to become the member of "Dove Sisterhood" is register and apply through www.Dove-Sisterhood.com with Facebook account and enters the production code from the package of Dove HairTherapy shampoo or conditioner bought. Every inscribed Sister has the opportunity to become Team Leader and every Sister can only become member out of one group of Sisterhood. Sister which has become Team Leader cannot become member from other Sisterhood group. If a member of Team Leader builds a new group of her own Sisterhood, hence member in newly Sisterhood will not be counted as member of first Sisterhood. Hereinafter, from every member, Dove will render Rp 1000 for "Yayasan PEKKA" (www.Dove-Sisterhood.com).



Picture 4.2 Dove Sisterhood Website

4.1.3.3. Benefits of Dove Sisterhood

4.1.3.3.1. Benefits for Dove Sisterhood Member

Many benefits got by joining Dove Sisterhood. Sister would directly get various member benefits as follows:

- Automatically becomes donor to support Dove Sisterhood to assists "Perempuan Kepala Keluarga" self-supporting life.
- Member card indicating membership of Dove Sisterhood.
- Discount voucher for once expenditure of products Dove in Hypermart.
- Team leader kit which able to be used to invite friends joins in Dove Sisterhood.

After friends joins to become member, team leader will get benefits in the form:

- Team leader with 25 members will get discount voucher.
- Team leader with 50 members will have a time follows Dove Hair Camp where Sister can meet with other Sister and enjoys One Fine Day together.
- Top team leader with the most members to the end of January 2010 will win:
 - Top 1: 50 million rupiahs
 - Top 2: 30 million rupiahs
 - Top 3: 25 million rupiahs
 - Top 4: 20 million rupiahs
 - Top 5: 15 million rupiahs
 - Top 6: Laptop (for 2 team leader)
 - Top 7: Blackberry (for 3 team leader)
 - Top 8: Digital Camera (for 5 team leader)
 - Top 9: iPod (for 7 team leader)
 - Top 10: Cell Phone (for 8 team leader)
- Top 5 team leader also has a time to come up together Maia Estianty in Dove Sisterhood final testimonial (first aired as television commercial on May 2010).

4.1.3.3.2. Benefits for Yayasan PEKKA

In the end of the program (April 2010), Dove Sisterhood finally donate Rp 100.000.000,00 for Yayasan PEKKA (www.Dove-Sisterhood.com).



Picture 4.3 Dove Sisterhood Testimonial Print Ad

4.2. Respondent Information

Respondent in this research are female consumers of Dove HairTherapy in Semarang. Based on data collected from 100 respondents through questionnaire, respondents' information such as age, last educational background, occupation, and monthly wages acquired. The aim of classifying respondents into different criterions is to know the accuracy of respondents' description as the research object. Respondents' information on this research can be seen below:

4.2.1. Respondent Information Based on Age

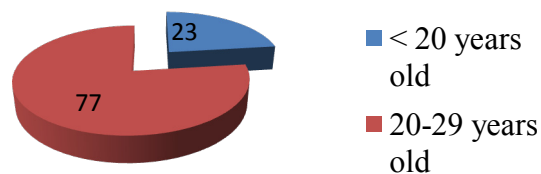
Respondent information based on their age is necessary for the research because differences between the consumers' age may affect their knowledge and attitude in the way they make a decision to purchase a product or more to their desire and advisability to purchase.

Table 4.4
Respondents Age

Age (years old)	Total	Percentage
< 20	23	23
20 – 29	77	77
Total	100	100

Source: primary data, 2010.

Figure 4.1
Respondents Ages



Based on table 4.1 known that most of the respondents are having the age between 20 – 29 years old which is 77 (77%) respondents, and the rest 23 (23%) respondents are below 20 years old.

4.2.2. Respondent Information Based on Educational Background

Knowledge will be developed by formal education and it might be being the influence of purchasing decision. It will be possible if higher formal educational background will make

consumer knowledge about purchasing decision higher too. So, respondents' information about their last educational background will be important for this research.

Table 4.5
Respondent Last Educational Background

Education	Total	Percentage
Senior High School	85	85
College	13	13
Others	2	2
Total	100	100

Source: primary data, 2010

Figure 4.2
Respondents Last Educational Background

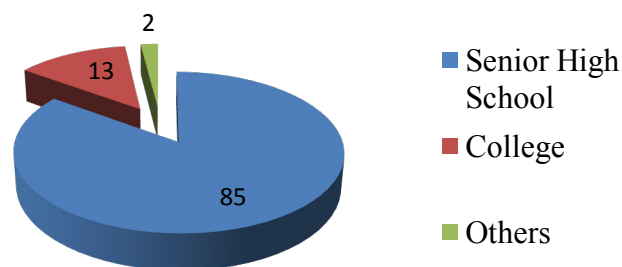


Table 4.2 shows that 85 (85%) respondents with high school as their educational background, followed by 13 (13%) respondents with university as their education background.

4.2.3. Respondent Information Based on Occupation

Information which is not less important in classification of this respondent is occupation. Occupation is tightly connected with income, while income itself has a relationship with consumers' purchasing decision. Respondent description based on occupation is as follows:

Table 4.6
Respondents' Occupation

Occupation	Total	Percentage
University Students	90	90
Private Worker	1	1
Entrepreneur	4	4
Others	5	5
Total	100	100

Source: primary data, 2010

Figure 4.3
Respondents Occupation

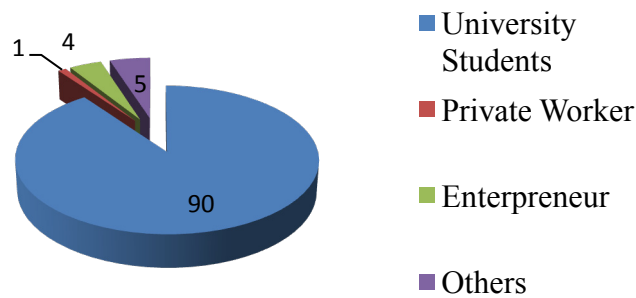


Table 4.3 indicating that most of the respondent is 90% (90 respondents) university students, followed by 5 (5%) respondents' occupation counted as other.

4.2.4. Respondent Information Based on Earnings Amount

Consumption pattern of a product can be influenced by consumer earning. Higher income may impact to high purchasing. So in this research, description based on earnings is important to be known. Following is description based on level of respondents' earnings per month.

Table 4.7
Respondent Income

Income	Total	Percentage
< Rp 500.000	45	45
Rp 500.000 – Rp 1.000.000	45	45
Rp.1.000.001 – Rp 2.000.000	5	5
> Rp 2.000.000	5	5
Total	100	100

Source: primary data, 2010

Figure 4.4
Respondents Income

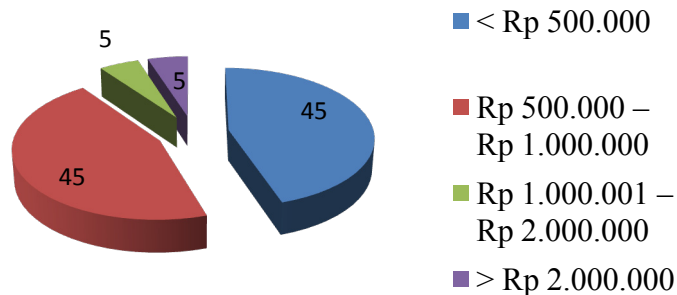


Table 4.4 indicating that 45 (45%) respondents are having earnings less than Rp 500000 and 45 (45%) are Rp 500000 - 1.000.000.

4.3. Data Analysis

4.3.1. Respondent Answer Index Analysis per Variable

The aim of score analysis per variable is to know the descriptive about respondent in this research, especially about variables applied. This research applies index analytical technique depicting respondent over submitted questions. Refers to result of the research from 100 respondents through questionnaire, respondents preference about their answer for each indicator can be known from the range of answer score. Scoring technique applied in this research is with maximum score of 5,0 and minimum score of 0,0, then for calculating of mean score from the answer will apply the following formula:

$$SI = \frac{m - n}{K} \qquad SI = \frac{5 - 0}{5} = 1$$

Explanation: m = maximum score of the answer

n = minimum score of the answer

SI = scale interval

K = box criterion

By using five box criterion, so the interval 5 per 5 will resulting 1 which will be used as index value interpretation base as the following:

0,00 – 1,00 = very low

1,01 – 2,00 = low

2,01 – 3,00 = medium

3,01 – 4,00 = high

4,01 – 5,00 = very high

With the guidance presented above, index of each indicator counted as follows:

4.3.1.1. Analysis of Respondents Answer Index about Congruency

Table 4.8
Mean of Congruency

Item Statistics			
	Mean	Std. Deviation	N
x11	3.508	.8395	100
x12	3.506	1.0533	100
x13	3.385	1.0177	100

Source: primary data, 2010

From the table above known that the result of this research shows that respondent perception about the congruency between Dove Sisterhood program and Dove Unilever as the producer of Dove HairTherapy is high. It can be seen from calculated mean score of 3,508. Respondents view about logicity of Dove Unilever supporting Dove Sisterhood

cause is high with calculated mean score 3,506. It also happened for the third indicator which is the concordance between Dove Unilever and Dove Sisterhood can be included into high criterion with mean score 3,385.

Research finding resume from open question about congruency for respondents showed in the following table:

Table 4.9
Analysis of Respondents Answer about Congruency

No.	Respondents Perceptions per Indicator	Percentage of Answer
Company in line with the cause		
1.	Beauty product producer ought to do social program for womankind.	27%
2	It would be better if social activities done by producer of body treatment are social program that is far not with their product base.	25%
3.	Dove Sisterhood and other activities done by Dove Unilever usually according to its business core.	18%
4.	Unable to understand about activities done by Dove Unilever.	18%
5.	The program will become better by involving all circles, not just for woman only.	12%
Logicity of company supporting the cause		
1.	Support from Dove Unilever for Dove Sisterhood is sensible.	44%
2.	Activities done by Dove Unilever are appropriate with its	38%

	business core.	
3.	Unable to understand about Dove Sisterhood program.	18%
The concordance between company and supported cause		
1.	Its social activity target is accurate that is women in charge of family head.	43%
2.	It would be better if not only women in charge of family head becoming target of social.	34%
3.	Unable to understand about Dove Sisterhood program.	18%
4.	Dove Sisterhood pays attention to the minority which ought to be assisted.	5%

4.3.1.2. Analysis of Respondents Answer Index about Duration

Table 4.10
Mean of Duration

Item Statistics			
	Mean	Std. Deviation	N
x21	3.460	1.0303	100
x22	3.075	1.1101	100

Source: primary data, 2010

From the table above known that the first indicator of variable duration which is Dove Sisterhood programs duration included in high mean score with the score 3,460. Then respondent answers mean score that Dove Sisterhood can be reputed as long term program also lies in high criterion with score 3,075.

Research finding resume from open question for respondents about duration showed in the following table:

Table 4.11
Analysis of Respondents Answer about Duration

No.	Respondents Perceptions per Indicator	Percentage of Answer
-----	---------------------------------------	----------------------

The duration of Dove Sisterhood and other Dove Unilever programs		
1.	Dove Sisterhood runs sufficiently in a long period.	36%
2.	Dove Unilever should make it longer.	32%
3.	Programs which done relatively by Dove Unilever last in long time.	20%
4.	The duration is short.	12%
Dove Sisterhood program included in long-term program		
1.	Longer program increasing either product image in public view.	41%
2.	Longer Dove Sisterhood period is done will make more contribution amounts and more people will follow.	25%
3.	Longer program would draw more Dove HairTherapy shampoo buyer.	24%
4.	Respondents though that Dove Sisterhood isn't a long term program.	10%

4.3.1.3. Analysis of Respondents Answer Index about Resource Invested

Table 4.12

Mean of Resource Invested

Item Statistics

	Mean	Std. Deviation	N
x31	3.246	1.0037	100
x32	3.235	1.0317	100

Source: primary data, 2010

The table shows that the first indicator of third variable –resource invested- that Dove Unilever invested much resource to their programs have a high mean with the score 3,246. The second indicators about the resources invested for Dove Sisterhood is high also included into high criterion with mean score 3,235.

Research finding resume from open question about resource invested showed in the following table:

Table 4.13

Analysis of Respondents Answer about Resource Invested

No.	Respondents Perceptions per Indicator	Percentage of Answer
Dove Unilever invested much resource to their programs		
1.	Many activities done by Dove Unilever take a lot costs and high budgeted.	43%
2.	An investment need to be well-designed that CRM program can succeed.	34%
3.	Respondents thought that Dove Unilever's programs are funded by products profit so the company itself didn't spend much costs.	15%
The resources invested for Dove Sisterhood is high		
1.	Its promotion and advertisement is often seen and many.	37%
2.	Its activity done like events and boot camp surely spending a lot of costs.	29%
3.	Dove Sisterhood website has a good maintenance possibly because of its high cost.	19%
4.	Respondents ever heard about the program, but didn't know about it possibly because of the publication.	23%

4.3.1.4. Analysis of Respondents Answer Index about Management Involvement

Table 4.14

Mean of Management Involvement

Item Statistics

	Mean	Std. Deviation	N
x41	3.416	.9043	100
x42	3.430	.9829	100

Source: primary data, 2010

From the table above known that the result of this research shows that respondent's perception whether the senior management seems to find the importance of what cause supported by Dove Unilever is high. It can be seen from calculated mean score of 3,416. Respondents view about management support for the cause is high with calculated mean score 3,430.

Research finding resume from open question about management involvement showed in the following table:

Table 4.15

Analysis of Respondents Answer about Management Involvement

No.	Respondents Perceptions per Indicator	Percentage of Answer
The senior management seems to find it important what kind of cause the company supports		
1.	Of course that manager ought to know the importance of the cause type.	38%
2.	Respondents thought that the manager surely knew about what they have done.	32%
3.	Respondents didn't know about manager interference in Dove Sisterhood.	30%
The senior management seems to is interested in the kind of cause the company supports		
1.	If the program has been applied, it is sure that management interested with the program.	65%
2.	Respondents didn't know about manager interference in Dove Sisterhood.	35%

4.3.1.5. Analysis of Respondents Answer Index about Consumer Product Involvement

Table 4.16
Mean of Consumer Involvement

Item Statistics			
	Mean	Std. Deviation	N
x51	3.986	.9627	100
x52	4.260	.6843	100
x53	4.322	.6949	100
x54	4.198	.8373	100
x55	4.279	.7276	100

Source: primary data, 2010

Consumer Product Involvement measured with 5 indicators which represent interest, pleasure, sign, risk importance, and risk probability. Respondent interest and their care about the type and the brand of shampoo they bought are high with mean score 3,986. Respondent opinion about type of shampoo and brand which give them satisfaction, make them comfort, or give what they want is very high with mean score 4,260. Respondent views about type and brand of shampoo which fit with their needs is very high with mean score 4,322. Respondent perception about risk importance choosing certain type of shampoo is very high with mean score 4,198. Respondent perception about risk probability using certain type of shampoo is very high with mean score 4,279.

Research finding resume from open question about consumer involvement showed in the following table:

Table 4.17
Analysis of Respondents Answer about Consumer Involvement

No.	Respondents Perceptions per Indicator	Percentage of Answer
Interest		
1.	It is important for the respondents to buy certain type or brand of shampoo.	41%

2.	Respondent like to buy newest brand or type shampoo.	24%
3.	Respondent buys shampoo because the advertisement is good.	17%
4.	Respondent buys shampoo if there are sales or promotion.	13%
5.	Respondent buys shampoo because of the interesting package.	5%
Pleasure		
1.	Respondents always buy shampoo brand that they like or they usually use.	45%
2.	Respondent buys shampoo because of its fragrance.	28%
3.	Respondent buys shampoo which will make hair they look nicer.	20%
4.	Respondent buys shampoo giving fresh effect.	7%
Sign		
1.	Respondent always buys shampoo matching with requirements of their hair.	43%
2.	Respondents thought that brand and shampoo type bought must fulfill their requirement criterion.	35%
3.	Respondent always buys shampoo based on their budget.	14%
4.	Respondent prefer to try shampoo which they have never uses though inappropriate requirement.	8%
Risk Importance		
1.	Respondent considers negative effect generated before doing purchasing.	42%
2.	Respondent always buys shampoo matching with them to avoid negative effect.	30%
3.	Before buying shampoo, read label formerly in order not to be wrong bought.	22%
4.	Respondent doesn't care with effect which will be generated shampoo.	6%
Risk Probability		
1.	Respondent haves a notion that better choose shampoo which have been suited with them for avoiding risk.	41%
2.	Trying to use shampoo which they have never uses before is risky.	36%

3.	If shampoo bought by the respondents incompatible, it will destroy hair.	14%
4.	Respondent doesn't care at risk generated by shampoo they bought.	9%

4.3.1.6. Analysis of Respondents Answer Index about Brand Loyalty

Table 4.18
Mean of Brand Loyalty

Item Statistics			
	Mean	Std. Deviation	N
y1	2.416	1.5166	100
y2	2.176	1.3680	100
y3	2.283	1.4179	100
y4	2.496	1.4945	100
y5	2.262	1.3582	100
y6	2.152	1.4200	100
y7	2.116	1.4191	100
y8	2.023	1.3916	100
y9	2.085	1.4529	100
y10	1.861	1.4799	100
y11	1.983	1.3644	100

Source: primary data, 2010

Brand loyalty variable measured by using 11 indicators from Quester and Lim (2003) representing three levels or component of brand loyalty such as cognitive phase, affective phase, and conative phase. The first four indicators represent cognitive phase, then the second three indicators represent affective phase, and the last three represent conative phase.

The first indicators mean score, consumer thought about Dove HairTherapy over other brands when they consider buying shampoo is medium with mean score 2,416.

Consumer attention paid to Dove HairTherapy over other brands is medium with mean score 2,176. Consumer consideration to choose Dove HairTherapy is medium with mean score 2,283. Consumer willingness to buy or consume Dove HairTherapy is medium with mean score 2,496.

Next are three indicators which represent affective phase. The first is consumers feeling about buying another brand instead of Dove HairTherapy if it is not available has a medium mean score of 2,262. Indicator whether consumer excited about getting Dove HairTherapy over other brands has medium score of 2,152. And whether consumer feel very attached to Dove HairTherapy over other brands has medium mean score of 2,116. Consumer interest in Dove HairTherapy over other brands has a medium mean score of 2,023.

The last is conative stage of brand loyalty which presented by three indicators. Consumer decision on buying Dove HairTherapy although another brand is on sale has medium score of 2,085. The last two indicators have low mean score. Consumer choice not to buy another brand instead of Dove HairTherapy if it is not available mean score is 1,861, and consumer recommendation about using Dove HairTherapy to others mean score is 1,983.

Research finding resume from open question about brand loyalty showed in the following table:

Table 4.19
Analysis of Respondents Answer about Brand Loyalty

No.	Respondents Perceptions per Indicator	Percentage of Answer
Consumer thought about Dove HairTherapy over other brands when they consider buying shampoo		
1.	Respondents also thought about Clear.	28%
2.	Respondents also thought about Sunsilk.	25%
3.	Respondents also thought about Pantene.	21%
4.	Respondents also thought about Rejoice.	18%
5.	Respondents also thought about other shampoo.	8%
Consumer attention paid to Dove HairTherapy over other brands*		
1.	There are many advertisement of Dove HairTherapy.	30%
2.	Dove HairTherapy is easy to be found in shops.	28%
3.	Dove HairTherapy package is simple and looks exclusive.	25%
4.	Dove HairTherapy has good and interesting advertisement.	17%
Consumer consideration about Dove HairTherapy when choosing a brand*		
1.	There are many advertisement of Dove Hairtherapy.	30%
2.	Dove Hairtherapy is easy to be found in shops.	28%
3.	DoveHair Therapy package is simple and looks exclusive.	25%
4.	Dove HairTherapy has good and interesting advertisement.	17%
Consumer willingness to buy or consume Dove HairTherapy		
1.	Respondents interested to buy shampoo because of its advertisement.	40%
2.	Respondents interested to buy shampoo because of its many variants.	24%
3.	Respondents interested to buy shampoo because of its good quality.	21%
4.	Respondents interested to buy shampoo because of its interesting package.	15%

If consumer excited about getting Dove HairTherapy over other brands		
1.	Respondent hair became fragrant, soft, and thicker.	45%
2.	Respondent prefer to buy other brands.	23%
3.	Respondent hair became healthier.	13%
4.	Respondent hair looks nicer.	9%
If consumer interested in Dove HairTherapy over other brands		
1.	Dove HairTherapy has good and interesting advertisement.	39%
2.	Dove HairTherapy has so many variants for hair problems.	26%
3.	Recommendation from others.	20%
4.	Respondent interested to other brands.	15%
If consumer feel very attached to Dove HairTherapy over other brands		
1.	Respondent feels that Dove HairTherapy has fitted in with them.	37%
2.	Respondent feels that Dove give them what they need.	28%
3.	Respondent prefer to try other brands.	25%
4.	Respondent satisfied with Dove HairTherapy.	10%
Consumers feeling about buying another brand instead of Dove HairTherapy if it is not available**		
1.	Respondent feels that Dove HairTherapy has fitted in with them.	33%
2.	Respondent prefer to buy other brands.	25%
3.	Respondent feels that quality of Dove HairTherapy is good.	24%
4.	Respondent feels that the price of Dove HairTherapy is reasonable.	18%
Consumer decision on buying Dove HairTherapy although another brand is on sale**		
1.	Respondent feels that Dove HairTherapy has fitted in with them.	33%
2.	Respondent prefer to buy other brands.	25%
3.	Respondent feels that quality of Dove HairTherapy is	24%

	good.	
4.	Respondent feels that the price of Dove HairTherapy is reasonable.	18%
Consumer choice not to buy another brand instead of Dove HairTherapy if it is not available**		
1.	Respondent feels that Dove HairTherapy has fitted in with them.	33%
2.	Respondent prefer to buy other brands.	25%
3.	Respondent feels that quality of Dove HairTherapy is good.	24%
4.	Respondent feels that the price of Dove HairTherapy is reasonable.	18%
Consumer recommendation about using Dove HairTherapy to others		
1.	Respondent feels that quality of Dove HairTherapy is good.	30%
2.	Respondent prefer to recommend other brand.	27%
3.	Dove HairTherapy has good and interesting advertisement.	26%
4.	Dove HairTherapy has so many variants for hair problems.	17%

* Due to the same meaning, the two indicators presented by one open question.

** Due to the same meaning, the three indicators presented by one open question.

4.4. Reliability and Validity Test

4.4.1. Reliability Test

Reliability test applied in this research is by using Cronbach Alpha coefficient. Result of reliability test for each variable shown in the following table.

Table 4.20
Reliability Test Result

Variables	Cronbach Alpha	Cut off Value	Description
Congruency	0,762	0,6	Reliable
Duration	0,667	0,6	Reliable
Amount of Resource	0,722	0,6	Reliable
Management Involvement	0,868	0,6	Reliable

Consumer Involvement	0,861	0,6	Reliable
Brand Loyalty	0,969	0,6	Reliable

Source: primary data, 2010

The result indicates that all variables have Cronbach Alpha coefficient higher than 0,60 so that all variable measurements from questionnaire are reliable. Then all items from each variable are good to apply as measurement tools.

4.4.2. Validity Test

Validity test was done by using correlation product moment. Validity test result is shown at following table.

Table 4.21
Validity Test Result

No.	Indicator	r result	r table	Description
1.	Congruency			
	- Indicator 1	0,705	0,198	Valid
	- Indicator 2	0,868	0,198	Valid
	- Indicator 3	0,884	0,198	Valid
2.	Duration			
	- Indicator 1	0,856	0,198	Valid
	- Indicator 2	0,877	0,198	Valid
3.	Resource Invested			
	- Indicator 1	0,881	0,198	Valid
	- Indicator 2	0,888	0,198	Valid
4.	Management Involvement			
	- Indicator 1	0,935	0,198	Valid
	- Indicator 2	0,945	0,198	Valid
5.	Consumer Involvement			
	- Indicator 1	0,742	0,198	Valid
	- Indicator 2	0,858	0,198	Valid
	- Indicator 3	0,849	0,198	Valid
	- Indicator 4	0,867	0,198	Valid
	- Indicator 5	0,745	0,198	Valid
6.	Brand Loyalty			
	- Indicator 1	0,885	0,198	Valid
	- Indicator 2	0,892	0,198	Valid
	- Indicator 3	0,870	0,198	Valid
	- Indicator 4	0,752	0,198	Valid
	- Indicator 5	0,933	0,198	Valid
	- Indicator 6	0,959	0,198	Valid
	- Indicator 7	0,892	0,198	Valid

- Indicator 8	0,920	0,198	Valid
- Indicator 9	0,920	0,198	Valid
- Indicator 10	0,760	0,198	Valid
- Indicator 11	0,862	0,198	Valid

Source: primary data, 2010

From tables 4.4 obtained that all indicators used to measure the applied variables in this research has higher correlation coefficient than $r_{table} = 0,198$ (r_{table} value of $n=100$). So, all indicators are valid.

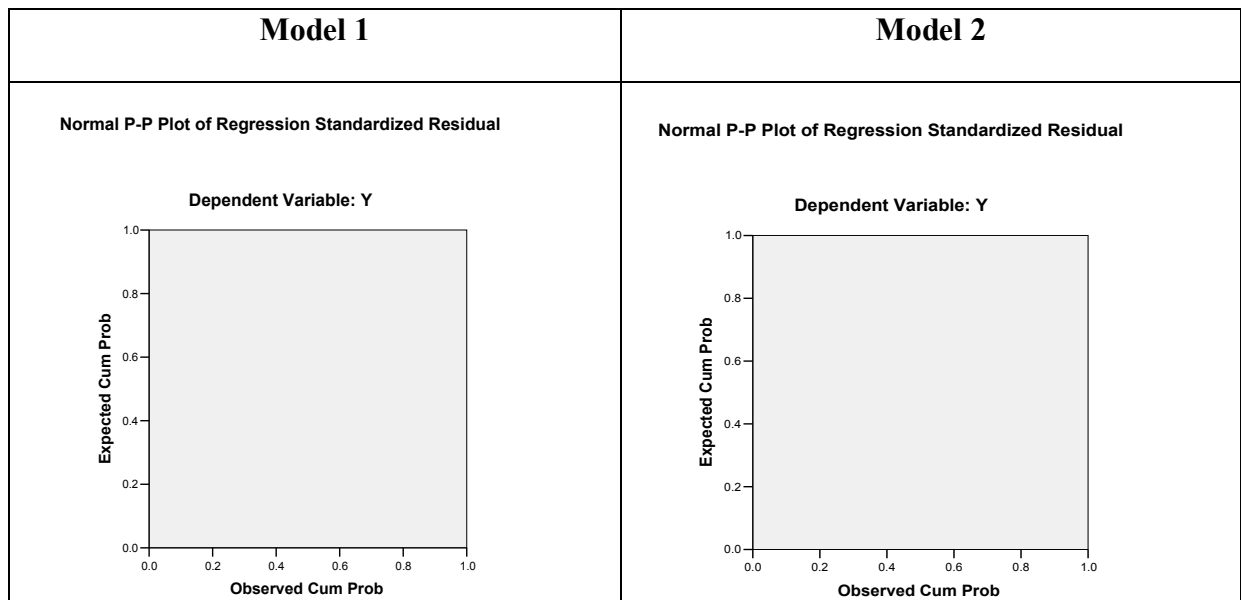
4.5. Classic Assumption Test

This research applies two multiple linear regression models. A good regression model must free of classic assumption problems. Following is classic assumption test for both regression models.

4.5.1. Normality Test

Normality test was done by using testing to residual value. While the test was done by using P-P Plot. Normality test result can be visibly seen from the following figure.

Figure 4.5
Normality Test Result



Source: primary data, 2010

The figure indicates that residual points from both regression model have normal distribution because the points disseminating around diagonal line. Thereby normality condition required as statistical testing by using regression can be fulfilled.

4.5.2. Multicollinearity Test

A variable which shows multicollinearity symptoms can be seen from its high VIF (Variance Inflation Factor) value in a regression model. VIF value higher than 10 showing the existence of multicollinearity symptom in modeling regression. Result of VIF test from both regression models are as follows:

Table 4.22
Multicollinearity Test

Model 1			
		Collinearity Statistics	
Model		Tolerance	VIF
1	X1	.615	1.626
	X2	.623	1.606
	X3	.613	1.631
	X4	.517	1.933

Model 2	

Source: primary data, 2010

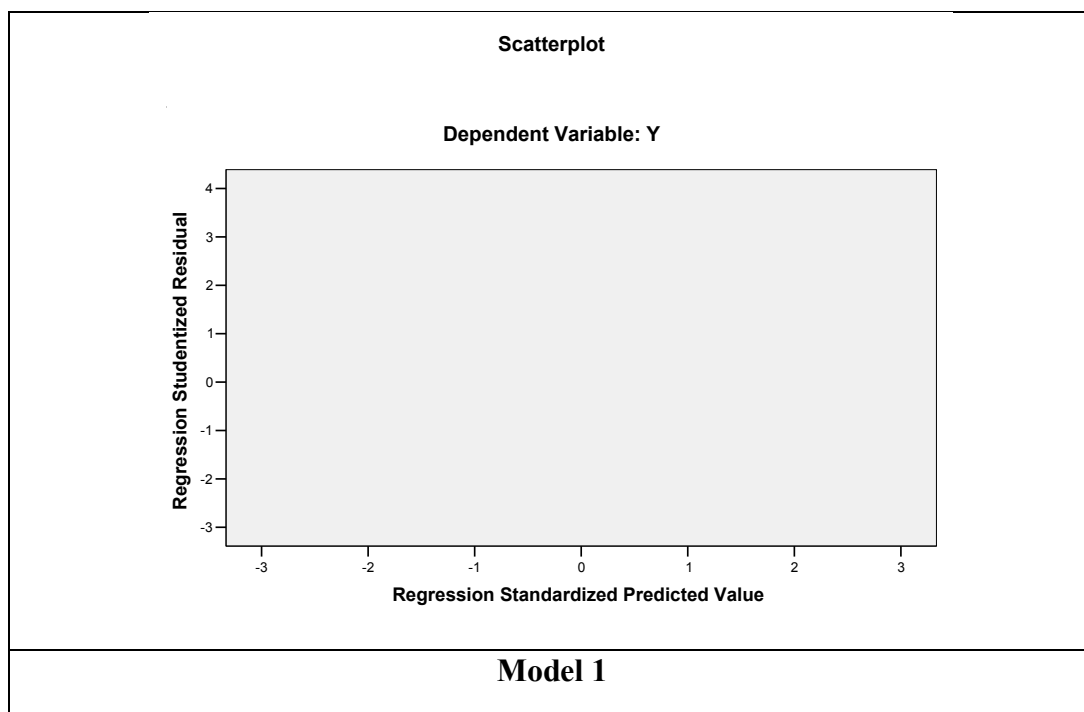
Result of the test indicates that all variables applied as regression model predictor shows sufficiently small VIF values, where altogether below number 10. It means that free

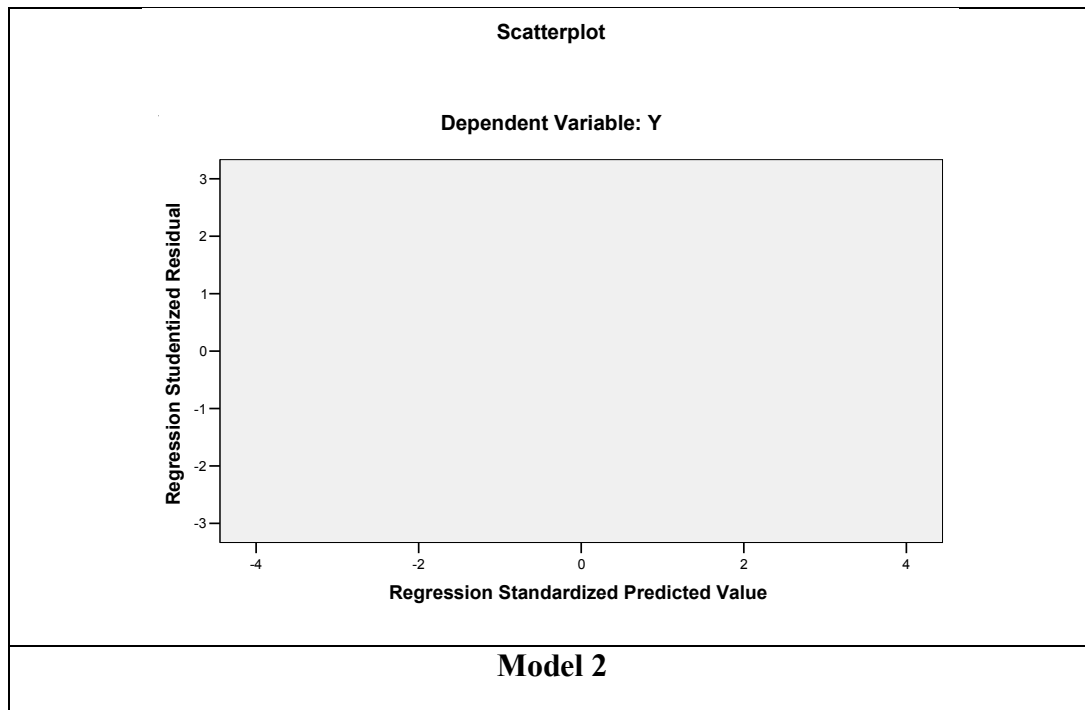
variables applied in research doesn't show existence of multicollinearity symptom, then each independent variables serve as independent predictor.

4.5.3. Heteroskedasticity Test

Heteroskedasticity test was done using scatter plot. If there is no regular pattern at its residual points, hence no heteroskedasticity problem detected. Result of the test shown in the following figure.

Figure 4.6
Heteroskedasticity Test Result





Source: primary data, 2010

Heteroskedasticity test result shows there is no independent variable which significantly relates to absolute residual value. It means that both regression models don't have the symptom of heteroskedasticity existence.

4.6. Regression Analysis

4.6.1. Linear Regression Analysis Model 1 (Testing of Hypothesis 1 - 4)

This research applies two linear regression analysis models to verify research hypothesis. This analysis will apply input based on data obtained from questionnaire. Statistical calculation in multiple linear regression analysis applied for the first model in this research by using computer program help Statistic Package for Social Science (SPSS) for Windows. The complete result of data processing by using SPSS is in enclosure page and hereinafter is summarized as follows.

Table 4.23

F Test Result Model 1

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5862.845	4	1465.711	18.859	.000 ^a
	Residual	7383.440	95	77.720		
	Total	13246.285	99			

a. Predictors: (Constant), X4, X2, X1, X3

b. Dependent Variable: Y

Based on ANOVA test or F test result, F result obtained is 18,859 with significant level of 0,000. The probability value is less than 0,05 ($0,000 < 0,05$) hence the regression model which consist of CRM variables (congruency, duration, resource invested, and management involvement) is applicable to predict brand loyalty.

Table 4.24
Result of Linear Regression Analysis Model 1

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-15.097	4.543		-3.323	.001		
	X1	1.031	.469	.214	2.196	.031	.615	1.626
	X2	1.382	.605	.222	2.283	.025	.623	1.606
	X3	1.265	.628	.197	2.013	.047	.613	1.631
	X4	1.423	.694	.218	2.049	.043	.517	1.933

a. Dependent Variable: Y

The significant value of variable X₁ (congruency), X₂ (duration), X₃ (resource invested) and X₄ (management involvement) are below 0,05 so that altogether can be included into equation of regression. Equation model of the regression which can be written down from the result in the form of equation of standard regression is as follows:

$$Y = 0,214 X_1 + 0,222 X_2 + 0,197 X_3 + 0,218 X_4$$

Regression coefficient of variables X₁ (congruency), X₂ (duration), X₃ (resource invested) and X₄ (management involvement) obtained to have a positive coefficient direction. It means with this equation, to reach level of brand loyalty five influencing variables are

congruency, duration, resource invested, and management involvement. So, it can be concluded that hypothesis 1 to 4 are all accepted.

Coefficient of determination applied to know how high the independent variables influence to dependent variable. Coefficient of determination value is determined with adjusted R square value as visible at table 4.8.

Table 4.25
Coefficient of Determination Model 1

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.665 ^a	.443	.419	8.8159

a. Predictors: (Constant), X4, X2, X1, X3

b. Dependent Variable: Y

From the regression result known that the coefficient of determination (adjusted R square) value is 0,419. It means 41,9% of brand loyalty can be influenced by CRM variables (congruency, duration, resource invested, and management involvement). Then the rest (100%-41,9%=58,1%) of Brand Loyalty can be influenced by another cause outside the model.

4.6.2. Linear Regression Analysis Model 2 (Testing of Hypothesis 5)

Linear regression with moderation applied to know CRM variables, that are congruency, duration, resource invested, and management involvement influence to brand loyalty if it is moderated by consumer involvement. Statistical calculation in linear regression with moderation analysis applied for the second model in this research by using computer program help SPSS for Windows. The complete result of data processing by using SPSS is in enclosure page and hereinafter is summarized as follows.

Table 4.26
F Test Result Model 2

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	64.854	9	7.206	18.993	.000 ^a
	Residual	34.146	90	.379		
	Total	99.000	99			

a. Predictors: (Constant), X4X5, X4, X5, X2, X1X5, X3, X2X5, X1, X3X5

b. Dependent Variable: Y

Based on ANOVA test or F test result, F result obtained is 18,993 with significant level of 0,000. The probability value is less than 0,05 ($0,000 < 0,05$) hence the regression model which consist of CRM variables (congruency, duration, resource invested, and management involvement) which moderated by consumer involvement is applicable to predict brand loyalty.

Table 4.27
Result of Linear Regression Analysis Model 2

Coefficients ^a								
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.087	.066		-1.318	.191		
	X1	.134	.082	.134	1.630	.107	.564	1.773
	X2	.251	.081	.251	3.086	.003	.579	1.726
	X3	.119	.081	.119	1.461	.147	.582	1.718
	X4	.241	.093	.241	2.606	.011	.447	2.239
	X5	-.156	.081	-.156	-1.921	.058	.578	1.730
	X1X5	.149	.074	.163	2.023	.046	.591	1.692
	X2X5	.333	.101	.297	3.290	.001	.469	2.132
	X3X5	.233	.104	.222	2.242	.027	.390	2.562
	X4X5	-.107	.091	-.127	-1.175	.243	.328	3.045

a. Dependent Variable: Y

Equation model of the regression which can be written down from the result in the form of equation of standard regression is as follows:

$$Y = 0,134 X_1 + 0,251 X_2 + 0,119 X_3 + 0,241 X_4 - 0,156 X_5 + 0,163 X_1X_5 + 0,297 X_2X_5 + 0,222 X_3X_5 - 0,127 X_4X_5$$

Regression coefficient of variables X_1X_5 , X_2X_5 , and X_3X_5 obtained to have a positive coefficient direction, while variable X_4X_5 has negative coefficient. It means that three interaction variables influence positively to brand loyalty and 1 interaction variable influence is negative.

By using significant limit of 0,05, so the significance value must smaller than 0,05. Based on the result of the test, the first three variables (congruency, duration, and resource invested) are significant. Then the moderation of management Involvement to brand loyalty is not significant so CRM variables altogether cannot be moderated by consumer involvement, so hypothesis 5 is rejected. But there are at least three variables which can be explained from that regression with moderating with the highest moderating of CRM for brand loyalty is duration.

Table 4.28
Coefficient of Determination Model 2

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.809 ^a	.655	.621	.61595227

a. Predictors: (Constant), X_4X_5 , X_4 , X_5 , X_2 , X_1X_5 , X_3 , X_2X_5 , X_1 , X_3X_5

From the regression calculation result known that the coefficient of determination (adjusted R square) value is 0,621. It means 62,1% of brand loyalty can be influenced by CRM variables which moderated by consumer involvement. Then the rest (100%-62,1%=37,9%) of brand loyalty can be influenced by another cause outside the model.

4.7. Interpretation and Result Discussion

This research aimed to know the influence of cause related marketing at consumers brand loyalty of Dove HairTherapy in Semarang. Based on research result, respondents expressed that cause-related marketing could increase brand loyalty. Respondent assess that marketing activity associated with social activity can increase consumers intention to buy toward a brand of a product, in the end creates consumer loyalty toward the brand.

From the research result known that CRM variables that are congruency, duration, resource invested, and management involvement have a positive influence for brand loyalty of Dove HairTherapy shampoo. Then that statement supported with the result of R^2 test that 41,9% of brand loyalty can be influenced by CRM variables. It happened too when moderating variable included to the model with R^2 test result 62,1% of brand loyalty can be influenced by CRM variables which moderated by consumer involvement.

4.7.1. The Influence of Congruency to Brand Loyalty

Congruence as the level of correspondence between the cause and the company affect brand loyalty of a product. From the result findings, respondent mostly agree that congruency between company and supported cause is an important point in doing CRM. Varadarajan and Menon (1988) also said that the match or fit between the cause and the company is one of importance factor when selecting a cause.

The result of this research proofed that Dove Sisterhood is related to and has a correspondence to Dove Unilever, so Dove Unilever's action to do the program is right and fit with their business core. From the research also known that Dove Sisterhood is appropriate with the company, and it is sensible for Dove Unilever to do the program. Dove Sisterhood

social target –women in charge as head of the family- and the cooperation is accurate. When the company and the supported cause are fit and appropriate will increase consumer brand loyalty. Another example of successful CRM program with company's congruency in Indonesia is Aqua 1 L for 10 L clean water for NTT, Aqua Danone is producer of water base product.

4.7.2. The Influence of Duration to Brand Loyalty

The duration of CRM campaign affect brand loyalty of a product. In line with the result of this research with the same variables by Brink (2006), duration becomes variable that is very influential to brand loyalty compared to the other three variables. This is as according to Till and Nowak (2000) who suggest that the effectiveness of a CRM program increases with its duration. Varadarajan and Menon (1988) also state that CRM campaigns with a medium-term long-term focus has a higher potential of increasing consumers perceptions of company image. Thus indicates that duration is a necessary element for CRM program successfulness.

Most of respondent expressed that duration of Dove Sisterhood program and other programs which been executed by Dove Unilever can be included in long term program. Respondent also expressed that longer program increasing either product image in public view. Longer Dove Sisterhood period is done will make more contribution amounts and more people will follow and would draws more Dove HairTherapy shampoo buyer.

4.7.3. The Influence of Resource Invested to Brand Loyalty

The number of resource invested in cause related marketing have an effect toward brand loyalty. Respondent express that big investment inculcated by company in program cause-related marketing, like people, advertisement, and fund applied in program can support

consumer loyalty to brand. Result of the research gave the information about an investment need to be well-designed that program cause-related marketing can succeed. For example, if advertisement as medium cause-related marketing is done seriously by company, hence will generate consumer's sympathy, which in the end will be created emotional relationship between product brands with consumer, which it is of course, will generate motivation for consumer to try product on the market, and in the end consumer brand loyalty can be formed.

Respondents express that Dove Sisterhood program has so much advertisement and promotion, but some of them didn't get the information clearly. Advertisement must be based on awareness, understanding, image and position from public expected to become its consumer. The ad must give a good perception for television viewer to a product so that the product has its own separated excellence in comparing to products from other companies because it will make consumer allured to perform a purchase.

Respondents also expressed that Dove Sisterhood program have a good website, and it might be because it is highly funded by Dove Unilever. The site www.Dove-Sisterhood.com became the way to join the program, so it must have a good maintenance, easy to understand, and have an interesting appearance.

4.7.4. The Influence of Management Involvement to Brand Loyalty

Involvement of management in cause-related marketing affects brand loyalty. Respondent express that involvement of management, either management of top and or company employee involving in cause-related marketing program can affect brand loyalty. Miller (2002) emphasizes the importance of company position committing to behavior of cause-related marketing. Kotler and Lee (2005) said that a cause-related marketing program which successfully looks after active participation of the company employee is a successful CRM program, because it is not easy to realize the employee volunteerism.

Respondents mostly agree that the Dove Unilever management seems to find it important what kind of cause the company supports and interested with kind of causes supported by the company. To do and manage the program is either management and employee responsibility. When the management and employee come together to carry out the program, it might support the success of the program.

4.7.5. The Influence of CRM to Brand Loyalty Moderated by Consumer Involvement

From the regression calculation result known that the coefficient of determination (adjusted R square) value is 0,621. It means 62,1% of Brand Loyalty can be influenced by CRM variables which moderated by Consumer Involvement. Then the rest 37,9% of Brand Loyalty can be influenced by another cause outside the model. So, marketer of Dove HairTherapy can involve consumer to increase CRM effect on brand loyalty. Management involvement variable can't be moderated by consumer involvement, while the other three variables significantly can be moderated by consumer involvement. From the result known that the highest moderation directed to be duration.

CHAPTER V

CONCLUSIONS

5.1. Conclusions

From research analysis and discussion which has been elaborated before and based on data obtained from research as which has been discussed in this paper, hence the conclusion are as follows:

1. Independent variables which represent CRM in this research namely congruency, duration, resource invested, and management involvement surely altogether affect brand loyalty of Dove HairTherapy in Semarang by 41,9%. The rest 58,1% of brand loyalty can be influenced by another cause outside the model. Those can be seen from the result of first regression model explaining that the four independent variables have a significant effect to dependent variable.
2. While for the second regression model which included consumer involvement as a moderating variable in it, CRM variables that are congruency, duration, resource invested, and management involvement altogether also have a significant effect to dependent variable, brand loyalty by 62,1%. The rest 37,9% of brand loyalty can be influenced by another cause outside the model. It means that marketer of Dove HairTherapy can involve consumer to increase CRM effect on brand loyalty.
3. Regression analysis result of separated independent variables in first regression model shows that each variable significantly influence brand loyalty. The most influencing variable for the first model is duration which has the highest value among other CRM variables. It can be concluded that from all factors which would make a CRM program to be success, duration be the most influencing factor. Longer duration would make CRM program be more successful.

4. Regression analysis result of the second regression model with consumer involvement as a moderating variable shows that one of CRM variable that is management involvement cannot be moderated by consumer involvement, while the other three variables significantly can be moderated by consumer involvement. From the result known that the highest moderation directed to be duration. There will be more consumers involved in CRM program when the program's duration is longer.

5.2. Research Limitation

Limitations of this research are:

1. Lack of secondary data collected of Dove HairTherapy sales and market information originally from Semarang applied in this research. The secondary data are from national research and survey. Those caused by lack of information and difficult bureaucracy.
2. The interview for open questions was not entirely well replied and answered by respondents. Those because of disinclination and respondents limited time when replying questions.
3. Most of the respondents are university students, whereas this research aimed to study brand loyalty of Dove HairTherapy female consumers in Semarang.

5.3. Suggestions

Based on conclusions explained before and research findings, hence submitted suggestions as follows:

1. The most influencing variable for the first model is duration which has the highest value among other CRM variables. From the research findings about duration, the highest mean score came from indicator duration of Dove Sisterhood and other Dove Unilever programs. That means to increase consumers brand loyalty, Dove Unilever better pay

attention to the program duration. According to respondent answer which at most percentage, respondents view that Dove Sisterhood program runs in a long period of time. When considering run a CRM program like Dove Sisterhood, Dove Unilever should make it into a long period of program. The long duration of a program might increase consumers brand loyalty of a product. From the second indicator findings also known that longer the time of a CRM program would increase brand image, draw more buyer, and collect more contribution.

2. Consumer involvement in CRM program is a necessary thing for marketer on increasing brand loyalty. Marketer could apply CRM program as a competence giving information to consumer, that the product differs from other brands and has social activity in the form of CRM which is useful for marketer, consumer and cause object (receiver of donation), so that consumer interest to involve and succeed the program. From variable consumer involvement, the highest mean result of the indicators goes to sign which is the sign value of the product, the degree to which it expresses the consumer itself (their need). So, by applying CRM on marketing plan of a brand, marketer invites the consumer to fulfill consumers' social spirit and their needs of sharing and charity.

REFERENCES

- Aaker, David. 1997. *Manajemen Ekuitas Merek Memanfaatkan Nilai dari Suatu Merek*. Jakarta: Mitra Utama.
- Adkins, Sue. 2004. *Cause Related Marketing: Who Cares Wins*. Business in the Community.
- Amine, Abdelmajid. 1998. *Consumer s' True Brand Loyalty: The Central Role of Commitment*. ESA, Universite' Paris Val de Marne, France. *Journal of Strategic Marketing* 6 305–319.
- Assael, Henry. 1998. *Consumer Behavior and Marketing Action Sixth Edition*. New York: South-Western Collage Publishing.
- Ballester, Elena Delgado and Aleman, Jose Luis Munuera. 2001. *Brand Trust in the Context of Consumer Loyalty*. *European Journal of Marketing*. Vol 35 no 11/12 pp 1238-1258. MCB University Press.
- Banerjee, Subhabrata Bobby. 2007. *CSR : The Good, the Bad and the Ugly*. Northampton: Edward Elgar Publishing, Inc.
- Brink, Douwe et al. 2006. *The Effect of Strategic and Tactical Cause Related Marketing on Consumers Brand Loyalty*. *Journal of Consumer Marketing* Vol. 23 No. 1 pp 15-25.
- Carr, Patrick Joseph. 2005. *Cause Related Marketing: A Study of Consumer Nonprofit Brand Identification*. Department of Planning, Public Policy, and Management and the Graduate School of the University of Oregon United States.

- Chattanon, Apisit et al. 2008. *Impacts of a Thai Cause Related Marketing Program on Corporate Image*. International Journal of Emerging Markets Vol. 3 No. 4.
- Daniri, Mas Achmad. 2008. *Standarisasi Tanggung Jawab Sosial Perusahaan*. www.csrindonesia.com.
- Draft ISO 26000. 2009. International Organization for Standardization.
- De Wulf, K. et al. 2001. *Investments in Consumer Relationships: A Crosscountry and Cross-Industry Exploration*. Journal of Marketing Vol 65 No. 4 pp 33-50.
- Dharmmesta, B.S. 1999. *Loyalitas Pelanggan: Sebuah Kajian Konseptual sebagai Panduan bagi Peneliti*. Jurnal Ekonomi dan Bisnis Indonesia Vol. 14 No. 3 Juli h 73-88.
- Drumwright, M.E. 1996. *Company Advertising with a Social Dimension: The Role of Noneconomic Criteria*. Journal of Marketing Vol. 60 No.4 pp 71-87.
- Ellen, P.S. et al. 2000. *Charitable Programs and the Retailer: Do They Mix?* Journal of Retailing Vol. 21 pp 183-189.
- Farache, Fransisca et al. 2008. *Cause Related Marketing: Consumers' Perceptions and Benefits for Profit and Non-Profits Organisations*. Brazilian Administration Review.
- Ferdinand, Augusty. 2006. *Metode Penelitian Manajemen Pedoman Penelitian untuk Penulisan Skripsi, Tesis, dan Disertasi Ilmu Manajemen*. Semarang: Badan Penerbit Universitas Diponegoro.
- Fleishman-Hillard/National Consumers League. 2005. *Rethinking Corporate Social Responsibility*. A Fleishman-Hillard/National Consumers League Study Full Report.
- Galbreath, Jeremy. 2008. *Building Corporate Social Responsibility into Strategy*. European Business Review Vol. 21 No. 2, 2009 pp. 109-127q. Emerald Group Publishing Limited.
- Ghozali, Imam. 2009. *Aplikasi Analisis Multivariate dengan Program SPSS*. Semarang: Badan Penerbit Universitas Diponegoro.
- Greenpeace. 2008. *How Unilever Palm Oil Suppliers are Burning Up Borneo*. Amsterdam: Greenpeace International.
- Gupta, Shruti and Pirsch, Julie. 2006. *A Taxonomy of Cause Related Marketing Research: Current Findings and Future Research Direction*. Journal of Nonprofit & Public Sector Marketing, Vol. 15(1/2). The Haworth Press, Inc.
- Hasan, Iqbal. 2002. *Pokok-Pokok Materi Metodologi Penelitian dan Aplikasinya*. Jakarta: Ghalia Indonesia.
- Kemp, Melody. 2001. *Corporate Social Responsibility in Indonesia Quixotic Dream or Confident Expectation?* Technology, Business and Society Programme Paper Number 6. United Nations Research Institute for Social Development .

Kotler, Philip and Armstrong, Gary. 2010. *Principles of Marketing 13th Edition*. New Jersey: Pearson Education Inc.

_____ and Keller, Kevin Lane. 2006. *Principles of Marketing 12th Edition*. New Jersey: Pearson Education Inc.

_____ and Lee, Nancy. 2005. *Corporate Social Responsibility : Doing The Most Good for Your Company and Your Cause*. New Jersey: John Wiley & Sons, Inc.

Lafferty, Barbara A. et al. 2004. *The Impact of the Alliance on the Partners: A Look at Cause Brand Alliances*. Psychology & Marketing, Vol. 21(7): 509-531. Wiley Periodicals, Inc.

Liu, Gordon et al. 2009. *Employee Participation in Cause-Related Marketing Strategies: A Study of Management Perceptions from British Consumer Service Industries*. Journal of Business Ethics (2010) 92:195–210. Springer.

MacLeod, S. 2001. *Why Worry about CSR?* Strategic Communication Management Vol.5 No. 5 pp 8-9.

McAlister, D.T. and Ferrell, L. 2002. *The Role of Strategic Philanthropy in Marketing Strategy*. European Journal of Marketing Vol. 36 No. 5/6, pp. 689-705.

Miller, B.A. 2002. *Social Initiatives Can Boost Loyalty*. Marketing News Vol. 36 No. 21 pp 14-15.

Mohr, L.A. et al. 2001. *Do Consumers Expect Companies to be Socially Responsible? The Impact of Corporate Social Responsibility on Buying Behavior*. Journal of Consumer Affairs Vol. 35 No. 1 pp 45-72.

Nilsson, L.A., and Rahmani, Shadi. 2007. *Cause Related Marketing: From Swedish Retail Perspective*. Bachelor Thesis marketing. Departement of Business Administration and Social Sciences Division of Industrial Marketing and E-commerce, Lulea University of Technology, Sweden.

Oswald A. Mascarenhas et al. 2006. *Lasting Customer Loyalty: a Total Customer Experience Approach*. Journal of Consumer Marketing 23/7 397–405q Emerald Group Publishing Limited.

Polonski, M. and Speed, R. 2001. *Linking Sponsorship and Cause Related Marketing*. European Journal of Marketing Vol. 35 No. 11/12 pp 1361-1395.

Pracejus, J.W. and Olsen, G.D. 2004. *The Role of Brand/Cause Fit in the Effectiveness of Cause Related Marketing Campaigns*. Journal of Business Research Vol 57 pp 635-40.

Quester, Pascale and Lim, Ai Lin. 2003. *Product Involvement/Brand Loyalty: Is There A Link?* Journal of Product and Brand Management Vol. 12 No. 1 pp.23-38.

Rajeswari, S.P. 2007. *Cause Related Marketing A Conceptual Paradigm*. International Marketing Conference on Marketing & Society.

Roy, Donald P. dan Graeff, Timothy. 2003. *Consumer Attitudes Towards CRM Activities in Professional Sport*. Sport Marketing Quarterly Volume 12 No. 3. EBSCO Publishing.

Samy, Martin et al. 2010. *CSR, Strategy for Sustainable Bussiness Success*. Emerald Group Publishing Limited.

Sekaran, Uma. 2000. *Research Methods for Business*. USA: John Wiley & Sons, Inc.

Ferrell, O.C. and Hartline, Michael D. *Marketing Strategy*. Mason: South-Western, Thompson Corporation.

Setiadi, Nugroho J. 2003. *Perilaku Konsumen: Konsep dan Implikasi untuk Strategi dan Penelitian Pemasaran*. Jakarta: Prenada Kencana.

Setiawan, Nugraha. 2007. *Penentuan Ukuran Sampel Memakai Rumus Slovin dan Tabel Krejcie-Morgan: Telaah Konsep dan Aplikasinya*. Makalah Diskusi Ilmiah Jurusan Sosial Ekonomi Fakultas Peternakan Unpad.

Solihin, Ismail. 2009. *Corporate Social Responsibility: From Charity to Sustainability*. Jakarta: Salemba Empat.

Suharto, Edi. 2008. *Corporate Social Responsibility: Konsep dan Perkembangan Pemikiran*. Workshop Tanggungjawab Sosial Perusahaan, Universitas Islam Indonesia (UII), Yogyakarta.

Till, B.D. and Nowak, L.I. 2000. *Toward Effective use of Cause Related Marketing Alliances*. Journal of Product & Brand Management Vol. 9 No. 7 pp 472-84.

Traylor, Mark. 1981. *Product Involvement and Brand Commitment*. Journal of Advertising Research Vol. 21 No. 6 pp 51-56.

Unilever Indonesia. 2006. *Menambah Vitalitas dalam Kehidupan*. Sustainability Report of PT Unilever Indonesia Tbk.

Unilever Indonesia. 2008. *Adding Vitality to Life in a Sustainable Way*. Sustainability Report of PT Unilever Indonesia Tbk.

Varadarajan, P.R. and Menon, A. 1988. *Cause Related Marketing: A Coalignment of Marketing Strategy and Corporate Philanthropy*. Journal of Marketing Vol. 52 No. 3 pp 58-74.

Welsh, J.C. 1999. *Good Cause, Good Business*. Harvard Business Review Vol 77 No.5 pp 21-4.

Widiyanto, Ibnu. 2008. *Pointers Metodologi Penelitian*. Semarang: Badan Penerbit Undip.

www.csrindonesia.com

www.dove-sisterhood.com

www.jateng.bps.go.id

www.unilever.com

www.wikipedia.org

APPENDIX

Appendix 1 Questionnaire

KUESIONER

Analysis of Caused Related Marketing (CRM) Application on Dove Sisterhood Program toward Brand Loyalty of Dove HairTherapy in Semarang

Analisis Penerapan Caused Related Marketing (CRM) dalam Program Dove Sisterhood terhadap Brand Loyalty Produk Dove Hairteraphy di Semarang

Dengan hormat,

Berkenaan dengan penyusunan penelitian skripsi, mohon sekiranya Ibu/ Saudari memberi jawaban atas pertanyaan-pertanyaan yang tersedia dengan sebenar-benarnya. Identitas mengenai responden akan sepenuhnya kami rahasiakan dan hanya peneliti yang mengetahuinya. Atas kesedian Ibu / Saudari saya ucapkan terima kasih.

Hormat saya,

Aditya Firmansyah

Manajemen FE Undip

IDENTITAS RESPONDEN

Petunjuk Pengisian

Lingkarilah (O) angka (pilihan jawaban) yang benar.

1. Apakah Saudari pernah membeli dan memakai sampo Dove hairTherapy?

1. Ya, teruskan mengisi kuesioner.
2. Tidak, stop mengisi kuesioner.

2. Apakah Saudari mengetahui tentang program Dove Sisterhood?

1. Ya, teruskan mengisi kuesioner
2. Tidak, stop mengisi kuesioner.

3. Pendidikan :

1. Tamat Sekolah Dasar (SD)
2. Tamat Sekolah Menengah Pertama (SMP)
3. Tamat Sekolah Menengah Atas (SMA)
4. Tamat Perguruan Tinggi
5. Lainnya

4. Umur :

1. kurang dari 20 tahun
2. 20 tahun s.d. 30 tahun
3. 30 tahun s.d. 40 tahun
4. lebih dari 40 tahun

5. Pekerjaan :

1. Pelajar / Mahasiswa
2. Pegawai Negeri Sipil
3. Pegawai Swasta
4. Wiraswasta
5. Lainnya

6. Penghasilan/Uang Saku:

1. ≤ Rp 500.000,-
2. Rp 500.000,- s.d. Rp 1.000.000,-
3. Rp. 1.000.000,- s.d. Rp 2.000.000,-
4. ≥ Rp 2.000.000,-

7. Merek shampo yang pernah Anda beli/pakai (boleh lebih dari satu):

1. Dove

2. Sunsilk
3. Clear
4. Pantene
5. Rejoice
6.
7.
8.

DAFTAR PERTANYAAN

Petunjuk Pengisian

Berilah tanda (|) pada skala garis yang menunjukkan seberapa besar tingkat kepentingan atau persetujuan Anda terhadap pernyataan – pernyataan yang diberikan.

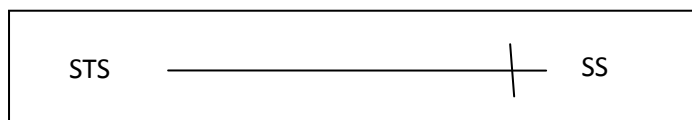
Contoh :

Pernyataan

Saya adalah wanita yang berpenampilan menarik.

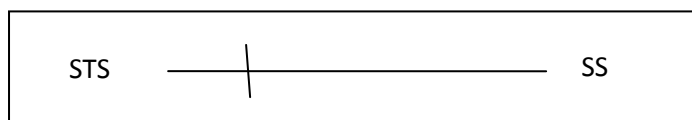
Jawaban

Jika jawaban seperti di bawah ini :



berarti Anda setuju dengan pernyataan di atas.

Jika jawaban seperti di bawah ini :



berarti Anda tidak setuju dengan pernyataan di atas.

Apabila tanda semakin ke kiri garis maka semakin tidak setuju, dan sebaliknya semakin ke kanan semakin setuju.

Keterangan :

STS = Sangat Tidak Setuju

SS = Sangat Setuju

I. CRM (Cause Related Marketing):

Congruency (Kesesuaian):

1. Jenis kegiatan sosial bagi perempuan yang didukung oleh Dove (Unilever) yaitu “Dove Sisterhood” sejalan dengan inti bisnisnya yaitu produsen produk perawatan tubuh.

STS	_____	SS
-----	-------	----

2. Jika mempertimbangkan inti bisnis dari Dove (Unilever) yaitu produsen produk perawatan tubuh, logis bagi Dove (Unilever) melaksanakan kegiatan “Dove Sisterhood” untuk membantu para perempuan kepala keluarga.

STS	_____	SS
-----	-------	----

3. Dukungan perusahaan terhadap kegiatan “Dove Sisterhood” untuk membantu para perempuan kepala keluarga tepat, karena sesuai dengan inti bisnis Dove (Unilever) sebagai produsen produk perawatan tubuh.

STS	_____	SS
-----	-------	----

Duration (Durasi):

4. Kegiatan “Dove Sisterhood” yang dimulai pada pertengahan 2009 dan masih berlangsung hingga sekarang dapat dimasukkan sebagai suatu kegiatan sosial jangka panjang.

STS	_____	SS
-----	-------	----

5. Durasi kegiatan “Dove Sisterhood” yang dilakukan oleh Dove (Unilever) panjang/lama.

**Amount of
Invested (Jumlah
Daya yang
Diinvestasikan):**

STS	_____	SS
-----	-------	----

**Resources
dari Sumber**

6. Dove (Unilever) menginvestasikan sejumlah besar sumber dayanya (contoh waktu, uang, keahlian) dalam pelaksanaan kegiatan “Dove Sisterhood”.

STS	_____	SS
-----	-------	----

7. Jumlah dari sumber daya (contoh waktu, uang, keahlian) yang diinvestasikan oleh Dove (Unilever) dalam “Dove Sisterhood” banyak, seperti pengelolaan situs www.DoveSisterhood.com, reward (hadiah) untuk anggota, pengadaan event kampanye dan penyuluhan, dan iklan di beberapa media.

STS	_____	SS
-----	-------	----

Management Involvement (Keterlibatan manajemen):

8. Manajemen senior Dove (Unilever) mengetahui dengan baik akan pentingnya jenis kegiatan sosial yang didukung perusahaan dengan memilih “Dove Sisterhood” yang bertujuan untuk membantu para perempuan kepala keluarga.

STS	_____	SS
-----	-------	----

9. Manajemen senior Dove (Unilever) tertarik akan jenis kegiatan sosial yang didukung perusahaan sehingga manajemen memilih untuk melakukan kegiatan sosial yaitu membantu para perempuan kepala keluarga melalui program “Dove Sisterhood”.

STS	_____	SS
-----	-------	----

II. Consumer Involvement (Keterlibatan Konsumen):

10. Saya adalah seseorang yang peduli akan pentingnya jenis dan merek shampo yang saya beli.

STS	_____	SS
-----	-------	----

11. Saya adalah seorang konsumen shampo dengan jenis dan merek yang dapat memberikan saya kepuasan, kesenangan, atau manfaat yang saya harapkan.

STS	_____	SS
-----	-------	----

12. Saya adalah seorang konsumen shampo dengan jenis dan merek yang cocok dengan saya (misalnya saya membeli shampo anti ketombe karena rambut saya mudah berketombe).

STS	_____	SS
-----	-------	----

13. Bagi saya, memilih merek shampo sangatlah penting karena kesalahan memilih jenis dan merek akan berakibat pada konsekuensi negatif atau kerugian.

STS	_____	SS
-----	-------	----

14. Menurut saya, kesalahan dalam pemilihan merek shampo mungkin dapat mengakibatkan kerugian.

STS	_____	SS
-----	-------	----

III. Brand Loyalty (Loyalitas Merek):

Komponen Kognitif dari Brand Loyalty:

15. Saat saya ingin membeli shampo, Dove HairTherapy sering terlintas dalam pikiran saya.

STS	_____	SS
-----	-------	----

16. Saya memberikan perhatian terhadap merek Dove HairTherapy dalam memilih merek shampo diantara merek-merek lain.

STS	_____	SS
-----	-------	----

17. Dove HairTherapy sering menjadi salah satu produk yang saya pertimbangkan saat saya memilih shampo.

STS	_____	SS
-----	-------	----

18. Seumpama saat ini saya belum pernah menggunakan Dove HairTherapy, suatu saat saya ingin membeli dan mencoba menggunakannya.

STS	_____	SS
-----	-------	----

Komponen Afektif dari Brand Loyalty:

19. Saya merasa senang saat menggunakan Dove HairTherapy.

STS	_____	SS
-----	-------	----

20. Saya lebih tertarik untuk menggunakan Dove HairTherapy dibandingkan dengan merek-merek lain.

STS	_____	SS
-----	-------	----

21. Saya merasa tidak puas jika harus membeli shampo dengan merek lain saat Dove HairTherapy tidak tersedia.

STS	_____	SS
-----	-------	----

22. Saya merasa lebih terikat dengan Dove HairTherapy dibandingkan dengan merek-merek lain.

STS	_____	SS
-----	-------	----

**Komponen
Brand Loyalty:**

Konatif dari

23. Walaupun sedang ada promosi (diskon) oleh merek shampo lain, saya akan tetap membeli Dove HairTherapy.

STS	_____	SS
-----	-------	----

24. Jika Dove HairTherapy tidak tersedia di toko, saya memilih untuk tidak membeli shampo sama sekali jika harus memilih merek lain.

STS	_____	SS
-----	-------	----

25. Saya akan merekomendasikan Dove HairTherapy kepada orang lain.

STS	_____	SS
-----	-------	----

--- TERIMA KASIH ---